

## A. COVER PAGE

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

**2. MPTFO Project Reference Number** (*leave blank / automatically populated in Atlas*)  
FC1 2020 BDI

**3. Joint programme title**

Strengthening the architecture and the ecosystem for financing the Sustainable Development Goals (SDGs) in Burundi: A synergy of actions for integrated solutions

**4. Short title**

SDG financing in Burundi

**5. Country and region:** Burundi, Africa

**6. Resident Coordinator** Garry Conille, [garry.conille@un.org](mailto:garry.conille@un.org)

**7. UN Joint programme focal point**

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**8. Government Joint Programme focal point**

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**9. Short description:**

The overall expected results are to ensure that Burundi has a robust SDGs Financing and Ecosystem that can support acceleration of priority actions towards achieving the agenda 2030, SDGs and the Decade of Action with particular focus on reaching the poorest in Burundi through targeted resilience interventions consistent with the triple nexus. The joint Programme proposes a series of strategic interventions to strengthen the national financing architecture with a view to support Burundi to accelerate the implementation of the Sustainable Development Goals (SDGs) by 2030 and the Burundi National Development Plan 2019 to 2027. The Programme is anchored in the UN's efforts, through the three implementing Agencies i.e UNDP, UNICEF and UNCDF, to support the Government of Burundi, through the Ministry of Finance, Budget and Economic Development Cooperation, to implement the ten-year National Development Plan (NDP 2018-2027). The strategic expected results of this Programme is to strengthen the financing architecture and ecosystem in Burundi to catalyze and leverage greater financial resources for agenda 2030 and SDGs through a synergy of integrated solutions. More specifically, the joint programme will create an environment conducive to the funding, implementation and reporting of critical and priority SDG impact interventions by key national and local actors. This will be achieved by strengthening integrated planning and budgeting, identifying new public-private collaboration, and strengthening transparency, accountability, and monitoring and evaluation of public expenditure and service delivery in critical SDG sectors.

The Programme is developed around two main axes (i) Strengthen the national architecture for better planning and better financing of the SDGs, (ii) Catalyze the implementation of the SDGs by leveraging and mobilizing resources and strengthening planning and financing at local level. This will reinforce key elements of the strengthened

architecture (planning, budgeting, evidence, monitoring and evaluation) in order to improve funding for the SDGs. Through coordinated actions including consistent support of the UN System and other donors' partners (DPs) (such as World Bank), and by improving the architecture and the ecosystem of financing of the SDGs, the Joint Programme proposes integrated solutions for the acceleration of SDGs in Burundi.

#### 10. Keywords:

Financing, SDGs, Burundi, synergy of actions, integrated solutions

#### 11. Overview of budget

<b>Joint SDG Fund contribution</b>	<b>USD 980,174.00</b>
Co-funding	USD 700,000.00 including:
UNDP	UNDP: 360,000 USD
UNICEF	UNICEF: 340,000 USD
<b>TOTAL</b>	<b>USD 1,680,174.00</b>

#### 12. Timeframe:

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

#### 13. Gender Marker:

Overall score: 2

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

##### 14.1 PUNO

- Convening agency: UNDP (Nicole F. Kouassi, UNDP Representative, [Nicole.kouassi@undp.org](mailto:Nicole.kouassi@undp.org), +25771099800)
- Other PUNO: UNICEF (Jeremy Hopkins, UNICEF Representative, [jhopkins@unicef.org](mailto:jhopkins@unicef.org), +25779960044), UNCDF (Katiella Mai Moussa, UNCDF Advisor, [Katiella.mai.moussa@uncdf.org](mailto:Katiella.mai.moussa@uncdf.org), +221772840546)

##### 14.2 Partners

- National authorities: Ministry of Finance, Budget and Economic Development Cooperation, Ministry of Decentralization and the Institutional Reform, sectoral Ministries (health, education, agriculture etc).
- Civil society organizations: local communities
- Private sector: Enterprises, Financing institutions
- International Financial Institutions: World Bank
- Other partners: Youth, Women, Minority Groups Batwas

**SIGNATURE PAGE**

<p><b>Resident Coordinator: Garry Conille</b>  <i>Date and Signature</i></p> 	<p><b>National Coordinating Authority</b>  <i>Name of institution :</i>  <b>Ministère des Finances, du Budget et de la Coopération au Développement Economique</b></p>
<p><b>Participating UN Organization (lead/convening)</b>  <i>Name of PUNO:</i> <b>United Nations Development Programme (UNDP)</b>  <i>Name of Representative:</i> <b>Nicole F. Kouassi</b>  <i>Date</i> 11 November 2020  <i>Signature and seal</i></p> 	<p><i>Name of representative :</i>  <b>Son Excellence Monsieur le Ministre Dr. Domitien Ndiwokubwayo</b>    <i>Date</i>  <i>Signature and seal</i></p> 
<p><b>Participating UN Organization</b>  <i>Name of PUNO:</i> <b>United Nations of International Children's Emergency Fund (UNICEF)</b>  <i>Name of Representative:</i> <b>Jeremy Hopkins</b>  <i>Date</i> 11/3/20  <i>Signature and seal</i></p> 	
<p><b>Participating UN Organization</b>  <i>Name of PUNO:</i> <b>UN Capital Development Fund (UNCDF)</b>  <i>Name of Representative:</i> <b>Judith Karl</b>  <i>Date</i> 10 March 2020  <i>Signature and seal</i></p> 	



## **B. STRATEGIC FRAMEWORK**

### **1. Call for Concept Notes: SDG Financing (2/2019) – Component 1**

### **2. Programme Outcome [pre-selected]**

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

### **3. UNDAF Outcomes and Outputs**

#### 3.1 Outcomes (*from UNDAF/Cooperation Framework*)

- Outcome 6: By 2023, women and men of all ages, and particularly vulnerable groups, use equitably the services of institutions that guarantee accountability, peace, gender equality, justice, and respect for human rights in a more effective, independent and transparent way
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#### 3.2 Outputs (*from UNDAF/ Cooperation Framework*)

- Output 6.3: Local Governments have strengthened technical capacities in terms of planning, resource mobilization and inclusive management / governance
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### **4. SDG Targets directly addressed by the Joint Programme**

#### 3.1 List of goals and targets:

SDG 16.6; SDG 1.4; SDG 5.5; SDG 8.3; SDG 17.14; SDG 17.17

#### 3.2 Expected SDG impact

The JP on the chosen SDGs comes at a particularly significant time for Burundi (as elections are expected in May 2020) and will directly contribute to the strengthening of the architecture and the ecosystem for financing the SDGs and support Decade of Action in Burundi. With a strengthened financing architecture, the Government of Burundi will be in a better position to increase the size and quality of public expenditure on critical and priority SDG sectors including health, nutrition, education, WASH, social protection, resilience - within accountable and transparent systems. This will increase the proportion of the poorest population that has access to key public services, including health, education, nutrition and to a reduction in poverty.

More specifically, strengthening the key institutions will allow the economy to be steered in real time with a view to changing the living conditions of the population (SDG 16.6). By ensuring gender equality there will be an acceleration of SDGs implementation (SDG 5.5). Good planning, budgeting, monitoring and evaluation coupled with evidence generation provides orientation and guidance for key policies and strategies (SDG 8.3). The SDG 17 will show the importance of promoting the Public-Private Partnership in the development of Burundi (SDG 17). This Joint Programme will allow an acceleration of the SDG implementation through increased and catalytic financing. In Burundi, this Programme will also consolidate the inclusion of the SDGs in the National Development Plan through planning, budgeting, costing and innovative financing at both the national and local level.

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

- Axes 15 and 16 of National Development Plan (NDP 2018-2027) related to the mobilization of resources and the development of sub regional, regional and international cooperation and partnership.
- Axe 13 of NDP in relation to governance in its strategic objective 6 which specifies that the Steering system for the economy and the statistical information need to be improved in all the sectors of national support as well as improving local governance for inclusive and sustainable development.

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

The Programme aims to strengthen the financing architecture of the SDGs by enhancing resource mobilization, planning and budgeting; evidence generation, and strengthened accountability (monitoring and evaluation). To achieve this objective, the JP will have two main focus areas: (i) Strengthen the national architecture for better planning and financing of the SDGs, and (ii) Catalyze the implementation of the SDGs by strengthening local planning and financing. These outcomes will focus on improving planning, budgeting, evidence generation and costing; and identification of Public Private Partnerships at the national level and on improving planning, budgeting and innovative financing through Public Private Partnership at the local level. The planned activities at both levels will support and complement each other as they are inter-related in order to have both vertical and horizontal integration and approach. Interventions at the local level provide catalytic funding to enable testing and refining of tools and approaches for broader scale-up.

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

*Burundi is active in the elaboration and implementation of the Great Lakes Strategy with focus on peace and security and migration issues.*

*Not relevant for this Joint Programme*

## **C. JOINT PROGRAMME DESCRIPTION**

### **1. Baseline and Situation Analysis**

#### **1.1 Problem statement**

The macroeconomic framework of Burundi is characterized by a slight economic recovery with an average growth rate of 3.7% according to ISTEERU (National Statistics) and 1.8% according to the World Bank over the period 2017-2019 against a negative growth by -0.4% in 2015. This positive growth remains below 4.6% on average recorded over the period 2010-2014. The tertiary sector comes first with 37.4% followed by the primary sector with 36.6%; the secondary sector with an average of 16.7% over the 2017-2019 period. Burundi has in 2019 a Human Development Index (HDI) value of 0.423 and is sitting on position 185 out of 189 countries and territories.

In terms of public finances, Burundi is characterized by low internal revenue with an average of 14.7% of GDP over the 2017-2019 period, and a budget deficit (donations excluded) of 9.2% of GDP on average over the same period. By including donations, the deficit is reduced to 4.2% of GDP, which implies the importance of donations in financing the Burundi budget. Regarding inflation, during 2019, it amounted to -0.8% against -2.6% in 2018 according to official data from ISTEERU. This annual inflation of -0.8% is mainly due to the drop-in food prices by 3.2%, particularly cereals and vegetables which are down by 0.7% and 8.4% respectively. Inflation for January 2020 is 0%. This situation shows that prices of goods and services increased between December 2019 and January 2020. Regarding the exchange rate, between 2018 and 2019, the BIF continued to depreciate against the main foreign currencies. Against the USD, it depreciated by 6.4% over this period, by moving from 1,782.88 in 2018 to 1,896.65 BIF / USD in 2019. Against the Euro, it has depreciated by 0.9% over this period, according to statistics from the Bank of the Republic of Burundi (BRB). This has implications for the prices of imported products towards an upward trend.

This program proposes a series of strategic interventions with a view to support Burundi in a process of accelerating the implementation of the SDGs by 2030. The program is part of a perspective of supporting the implementation of the Ten-year National Development Plan (NDP 2018-2027). The NDP constitutes a national reference framework of all sectorial development strategies and policies and integrates the targets of SDGs and their selected indicators. The overall objective of the NDP is to structurally transform the Burundian economy, for strong, sustainable, resilient, inclusive growth, creating decent jobs for all and inducing improvements in social well-being. The NDP aims to generate multiplier and lasting effects on the improvement of economic growth and average per capita income in order to allow poverty reduction, human capital development, environmental sustainability and social equity. The overall cost of this plan is estimated at BIF 20.384.5 billion spread between the 5 strategic directions: (i) Structural transformation of the Burundian economy (77%), Human Capital (17%), (ii) Sustainable management of environment, mitigate climate change and improve land use planning (3%), (iii) Strengthen governance, (iv) security and safeguard national sovereignty (2%) and Resource mobilization, (v) regional and international cooperation (1%). A priority action plan (PAP) has been developed over 5 years. Although the NDP is aligned to the SDGs, its implementation has been constrained by weak and fragmented financing. At the same time, while there is a great potential of contribution, the private sector participation in the financing of the NDP is still below expectation and uncoordinated. At the level of the NDP, Human Capital constitutes an adequate strategic orientation and catalyst of the development process for the NDP. Thus, the Government's efforts / actions over the 2018-2027 decade will be oriented towards the implementation of reforms and measures aimed at achieving the objectives relating to all the dimensions of human capital.

At the local government level, the Burundian state has strengthened local investment with an annual allocation of BIF 570 million per commune. This strong commitment from the Government reveals the importance of the process of localizing the SDGs and justifies the positioning of municipalities as an interface between the NDP and the global objectives adopted at the international level. The legitimacy of municipalities in the galaxy of stakeholders in the implementation of the SDGs is also reinforced by the principle of subsidiarity which makes sub-national territories the most qualified level to provide answers to concerns related to access to services, basic social services such as water and sanitation, education, health, the environment and other services. In addition, the integration of the SDGs into the PCDCs constitutes the foundation of local planning and a decisive step in the implementation of the SDGs. Reflections must be based on the identification of concrete actions for the mobilization of resources in accordance with the Addis Ababa Action Agenda, which focused inter alia on the mobilization of resources at local level, transparency in the resources allocated to the communes, the establishment of public-private partnerships.

In Burundi, planning and budgeting efforts are undertaken both at the central, sectoral and local levels. However, public resources remain insufficient for the implementation of the SDGs and the NDP both at central and local level. This situation forces the country to explore various possibilities to improve the funding of its key objectives. The fiscal space being limited, it is important to identify strategies for mobilizing internal and external resources, public and private, to finance its gap and achieve its development. It should be noted that almost 80% of investment projects are made up of micro-projects with low impact on the country's development. In addition, it would be essential to pursue public finance management reforms such as improving the efficiency of spending and, through it, those of public policies. Women represent 52% of the population and women are not participating in the formal economy, the have limited access to finance, and are not sufficiently involved in the decision-making processes at both local and national level. In this JP, a focus will be put on Women, especially thru gender-sensitive planning, budgeting and investing at local and national levels. That will help accelerating and achieve the SDGs in general.

At the political level, the country will hold elections in May 2020, this represents an opportunity to strengthen planning, re-engage in reforms in terms of public finances and identify new innovative financing strategies based on evidence. Holding elections in the summer of 2020 is an important issue for not only macroeconomic prospects but also for the multiplier and lasting effects expected from public and social policies. As part of the financing of the SDGs, both at central and local level, Burundi remains faced with the challenge of mobilizing sufficient resources to reach the priority targets. Hence the importance of a program to strengthen the architecture and the ecosystem for financing the SDGs in Burundi; a program that aims to create a favorable environment for the implementation of the 2018-2027 NDP focused on the SDGs at all levels: a synergy of actions for integrated solutions. In summary, this JP seeks to support the GoB to tackle the following challenges: (i) improve the national and local architecture for better planning and financing SDGs, (ii) help mobilizing resources to better catalyze the implementation of SDGS at both national and local levels.

## **1.2 SDGs and targets**

This present program will focus on achieving the SDGs in general because the contextualization of the SDGs in the different plans takes into account all the SDGs. However, specifically, in this program, a focus will be put on certain SDGs in connection with the Strategic Goals of the National Development Plan 2018-2027, national reference document which includes the 2030 Transformation Agenda and the 17 Sustainable Development Goals.

Burundi has prioritized 16 SDGs and 49 targets with 101 indicators which are found in national and local development documents and plans.

Regarding the SDGs and the goals chosen for this program, these include:

-SDG 16.6: Establish effective, accountable and transparent institutions at all levels. This SDG is linked to axe 13 of the NDP in relation to governance in its strategic goal 6, which specifies that the system for steering the economy and statistical information in all supporting sectors must be improved nationally as well as improving local governance for inclusive and sustainable development. The strengthening of institutions will allow the economy to be steered in real time in order to change the living conditions of the population. This program aims at providing institutional support in terms of transparency / trust, decentralization, the central and provincial platform for monitoring the SDGs/NDP, the localization of the SDGs, the functionality of the communes and capacity building in budgeting with an emphasis on gender.

- SDG 1.4: Ensure that all men and women, especially the poor and vulnerable, have the same rights to economic resources as well as to access to basic services, to property, to control land and other forms of properties, inheritance to natural resources, new technologies and financial services, including microfinance. This target is linked to axes 4, 5 and 6 of intervention of the NDP which has a focus on improving performance and collaboration in the health field, strengthening the education system, improving the supply of training equipment, development of the social protection sector. This target was chosen for its focus on human capital, in particular the vulnerable, the women and the youth. The joint program will specifically focus on high impact interventions for the acceleration of the SDGs and NDP, in the fight against poverty and resilience as a strong consideration of the gender dimension in terms of access rights to resources (economic, land, technology, financial services) and basic services (health, education, social protection and others).

- SDG 5.5: Guarantee the full and effective participation of women, their equal access to leadership positions at all levels of decision-making in political, economic and public life. This target is linked to axe 13 on governance. This target aims to improve the living conditions of women through gender-sensitive planning. This program will take into account the effective participation of women at all levels, whether in the mapping of indicators, the development of pro-SDG sectoral policies and strategies or in the operationalization of the NDP monitoring and evaluation platform and SDGs, as well as gender-responsive budgeting at all levels.

-SDG 8.3 which consists of promoting development-oriented policies that promote productive activities, the creation of decent employment, entrepreneurship, creativity, innovation and stimulate the growth of micro-enterprises and small and medium-sized enterprises and facilitate their integration into the formal sector, including through access to financial services, which is linked to intervention axe 7 concerning decent and youth employment in its strategic goal 1, which advocates placing employment at the heart of macroeconomic and sectorial policies to influence job demands. Good planning, budgeting and monitoring and evaluation allows the right orientation of policies and strategies towards the population. This program will support the piloting of budgeting tools and monitoring and evaluation in order to allow



the correct orientation of policies and strategies towards the population and decision-making by political decision-makers, including budgeting sensitive to gender at the municipal level.

-SDG 17.14: Strengthen the coherence of sustainable development policies. This program will support the mapping of PPP potentials and the evaluation of innovative financing.

-SDG 17.17: Encourage and promote public partnerships, public-private partnerships and partnerships with civil society, building on the experience acquired and the financing strategies applied in this area. This program will support the mobilization of resources, the partnership for the resources allocated to the PPP and the partnership with civil society organizations.

The goals of SDG 17 are linked to axes 15 and 16 in relation to the mobilization of resources and the development of sub-regional, regional and international cooperation and partnership. In their strategic objectives, in particular to strengthen capacities for resource mobilization, the promotion of the rational management of public expenditure and finally the consolidation and development of cooperation and sub-regional, regional and international partnership. These targets were chosen to show the importance of promoting Public and Private Partnership in the development of the country.

## **1.2 Stakeholder mapping and target groups**

The Ministry of Finance, Budget and Economic Development Cooperation is the principal lead for this project. In particular, the Ministry will be responsible for operational directions through the Directors of Budgets, Programming and Cooperation, as well as the Bureau of monitoring and evaluation, and the National Directorate in charge of Public-Private Partnership management.

The Ministry of Decentralization and Institutional Reform in charge of coordinating the localization of the SDGs and of the local development plans is one of the key national actor and responsible of the JP. The comparative advantage is that it is the Ministry in charge of decentralization and that it works directly with local institutions and actors, knowing their needs and being able to implement the SDGs at the community level.

Sectorial ministries are responsible for integrating the SDGs into sectorial plans and implementing them through sectorial MTEFs. It will mainly be within the framework of this project the ministries in charge of industry, crafts, Energy, education, health, social protection, empowerment of women and gender equity, the environment and agriculture. They are responsible for implementing pro-SDG policies and strategies in their respective sectors. Different sectors are at various stages in terms of developing their sector plan and MTEF aligned to the NDP and taking into account the SDGs.

Municipalities are responsible for developing Communal Community Development Plans (PCDCs) - key planning and budgeting documents that integrate the SDGs and their implementation at the community level. They are also responsible for prioritizing and contextualizing the SDGs in the municipal development plans and their monitoring and

evaluation frameworks also at the community level. The municipalities support the population in their development.

The Ministry of Decentralization and Institutional Reform is in charge of coordinating the localization of the SDGs in the communal community development plans and supports communities in the implementation of the SDGs. The comparative advantage is that it is the Ministry in charge of decentralization and that it works directly with local institutions and actors, knowing their needs and being able to implement the SDGs at the community level. The private sector should play a key role in improving the local and national economy through a better funding mechanism for priority sectors, and public and private partnership. These mechanisms, led by the Ministry of Finance, of public and private cooperation exist but are not fully operational and therefore need support to be effective and efficient in financing the SDGs. This joint program intends to strengthen these mechanisms, in particular solidarity funds in order to be able to make it more operational both at national and local level.

Under the overall coordination and reporting of the UNRC, UNDP, UNCDF and UNICEF will work together in this joint program by pooling the expertise of other agencies of the United Nations System.

UNDP plays a role of integrator in the implementation of this program on the one hand and on the other hand will support the implementation of this joint project in particular through support for the preparation of the various development plans pro-SDG and their monitoring and evaluation framework at all levels. The comparative advantage of UNDP lies in its capacity to work both at national and local level through the support of planning and monitoring and evaluation tools.

UNICEF is closely involved in the implementation of this program in support of public financial management (development of tools and a capacity-building program for planning and budgeting) as well as the development of evidence for a better financing of the SDGs (ECD / DPE-ODD4.2) as well as innovative financing options. The comparative advantage of UNICEF lies in its existing partnership with the Ministry of Finance and the sectorial ministries on public finance, support to sectors for sectorial strategies and its expertise in terms of analysis (budget briefs, Burundi Adolescent Investment Case, PER education with the World Bank...) and its expertise in the field of early childhood development (ECD). Thus, ECD is a crucial step in the development of the child which can contribute to an economic transformation and lead to the development of the country. ECD-level interventions could be used as mechanisms to reduce poverty and inequality over time, improve nutrition, ensure healthy living and learning, etc.

UNCDF strengthens the institutional and technical capacities of the communes to efficiently and adequately implement their PCDCs. UNCDF supports the municipalities in the mobilization of internal revenues and the contracting authority for investments through fungible or targeted local development funds according to the determined sectors including the targeted SDGs. UNCDF promotes additional financing mechanisms, pooling resources from various public, PPP and private sources to strengthen investment capacity and improve the fiscal space of municipalities. As part of this Joint Program, UNCDF will continue to strengthen the

legislative and regulatory framework to strengthen the capacity to mobilize internal resources of municipalities and the economic empowerment of women.

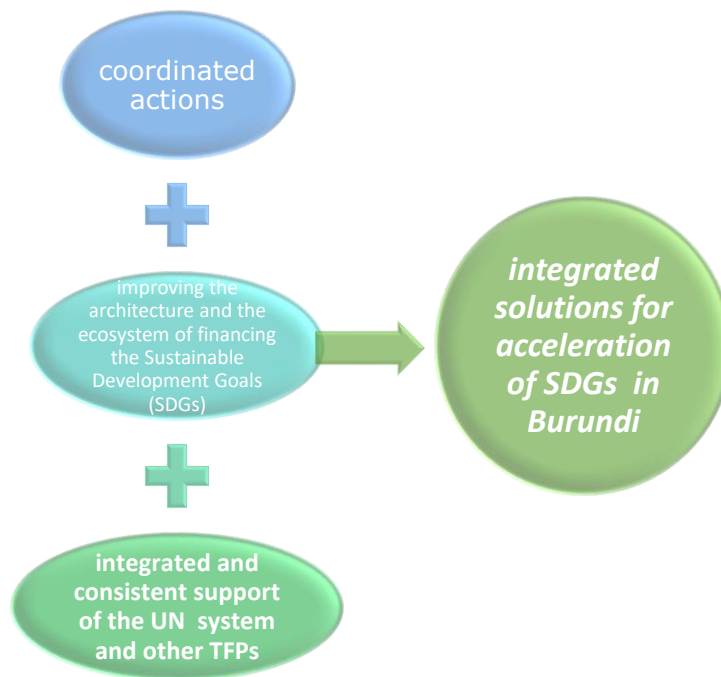
Particular attention will be paid in the preparation of these plans to specific groups, in particular women, Youth, girls, batwas, and people living with disabilities.

## 2. Programme Strategy

### 2.1. Overall strategy

This JP will focus on the following axes:

- (i) Strengthening the national architecture for better planning and better financing of the SDGs;
- (ii) Catalyzing the implementation of the SDGs by mobilizing resources and strengthening planning and financing at the local level.



The strategic goal of this program is to strengthen the financing architecture and ecosystem to accelerate implementation of SDGs in Burundi through a synergy of actions for integrated solutions. More specifically, the aim is to create an environment conducive to leveraging various sources of funding and integration of high-impact interventions by the various actors for the implementation of the sustainable development goals. This will be done through integrated planning and budgeting, public-private collaboration options and the strengthening of transparency and accountability, as well as monitoring.

This joint program aims to support Burundi with the assistance of the United Nations Agencies in results-based budgeting and related national policies and strategies, in the development of joint resource mobilization strategies based on integrated frameworks conducive to catalytic investments in priority SDGs, such as human capital and resilience, and in capacity building to create conditions conducive to the alignment of public and private interventions with the SDGs. This implies a synergy of United Nations agencies with a view to accelerating the achievement of the SDGs through a funding approach for "macro-interventions" rather than dispersed actions by agencies in response to specific sectorial needs (education, health, WASH, social protection).

This program is therefore a framework for formulating "integrated solutions, guided by the SDGs, to complex development challenges" in Burundi. This implies "consistent and integrated support" across the United Nations system and other technical and financial partners (TFPs). The Government is already engaged in the whole process of integrating the SDGs into all the current development plans, in particular the 2018-2027 NDP, national reference framework, and the sectorial plans as well as the community development plans which are pro -SDG but also with a gender sensitivity. It has already implemented the mapping of indicators for monitoring the national development plan and the SDGs as well as the monitoring platform for the above-mentioned indicators, which is not yet functional. This program will make it possible to finalize the mapping of the 2018-2027 NDP monitoring indicators and to operationalize the platform mentioned above, at central level but also at the level of 5 pilot provinces in order to be able to assess the implementation of the SDGs.

The Government has already started public finance management reforms contained in organic law n ° 1/35 of 04 December 2008 on Public Finances. To this end, implementing texts have been developed, namely the Budgetary Governance Decree of July 24, 2012 and Decree No. 100/255 of November 18, 2011 on General Regulations for the Management of Public Budgets, the code relating to public procurement, the manual for the execution of public expenditure, the agreement between the State and the Bank of the Republic of Burundi, the Ministerial Ordinance of the Controllers of Expenditure Commitments, the law introducing the value added tax , the customs code. However, in order to pursue other reforms, it would be to develop and develop a capacity building program on public financial management.

## **2.2 Theory of Change**

The end results is the implementation of critical resilient interventions for the poorest community in Burundi through improving the architecture and the ecosystem of financing the Sustainable Development Goals (SDGs) in Burundi and by extension the NDP 2018 to 2027 : A synergy of actions for integrated solutions, coherence and articulation of planning and budgeting at central and local level is essential. Indeed, at the Burundi level, the articulation of planning and budgeting is not sufficiently effective due to the non-integration of the SDG indicators in the NDP 2018-2027 as well as in the Communal Community Development Plans (PCDC). The monitoring and evaluation framework is not implemented at all levels, which does not allow for real-time evaluation of these national reference instruments, i.e. the SDGs and the NDP 2018-2027. The timely appraisal report would redirect policies in favor of the

poorest population, the development of the country and the reduction of poverty and, in addition, the improvement of the living conditions of the population. In terms of public finance management, there is a weakness in the budgeting system linked to the fragmented financing mechanism, the financing system not aligned with the SDGs / NDP.

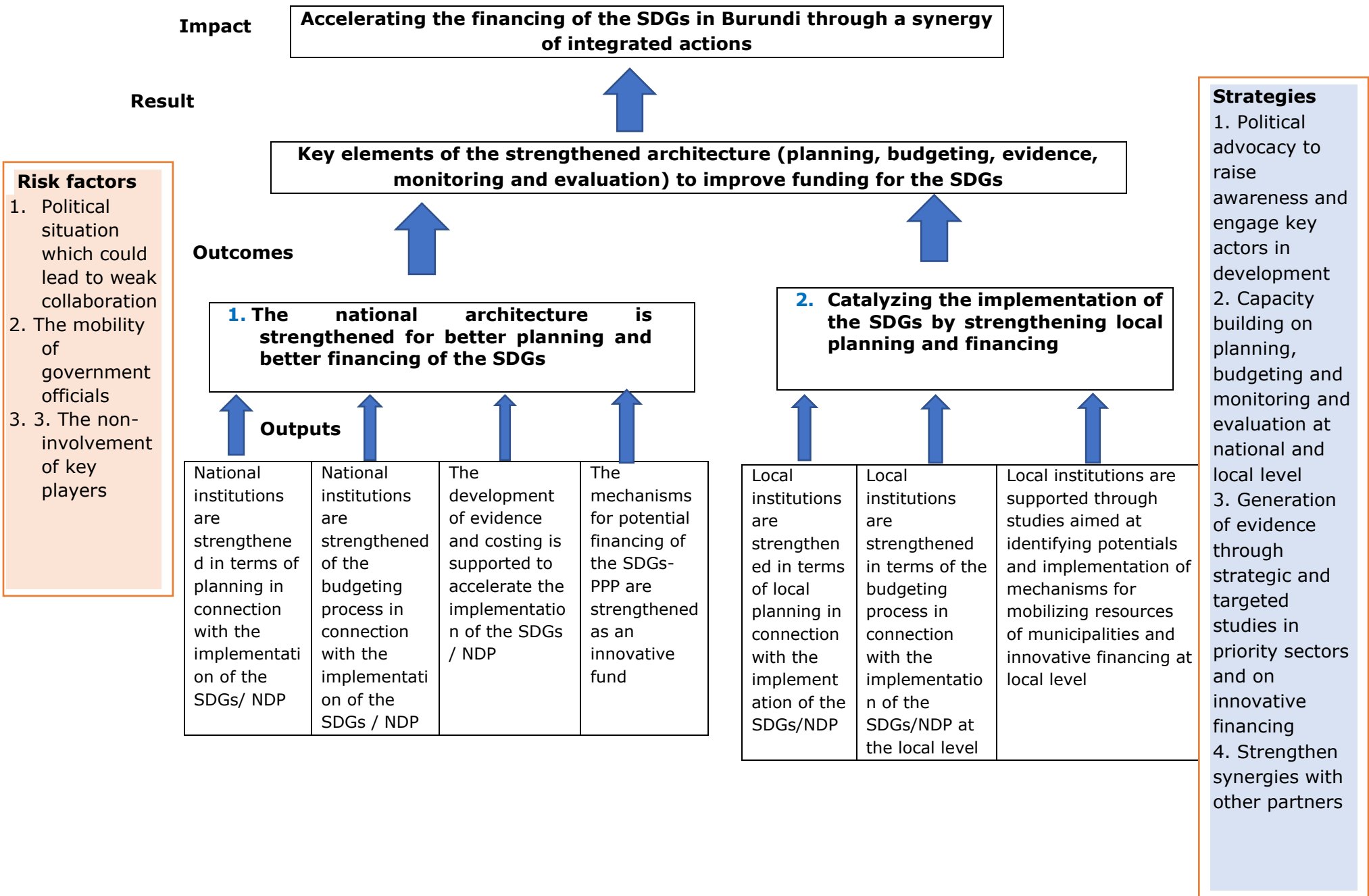
This program is an opportunity for Burundi to accelerate the achievement of the SDGs and agenda 2030 consistent with the Decade of Action. This program relies on a synergy of United Nations agencies through an approach to funding "macro-interventions" rather than dispersed actions of agencies in response to specific sectorial needs. United Nations agencies are then committed to jointly support central and local planning and budgeting, and the identification and support of innovative financing mechanisms that promote the national and local private sector. The expected changes to this program are based on the following pillars:

- (i) Support for strategic and programmatic planning at central and local levels will make it possible to integrate the SDGs indicators and targets into development plans at all levels (NDP, sectorial policies and PCDC). A reinforced monitoring framework will be put in place capable of assessing the implementation of the SDGs / NDP at the national level and the SDGs / PCDCs at the local level in real time.
- (ii) At the national level, support for the development of budget planning according to international standards will make it possible to develop a credible, transparent budget. This support will be provided through collaboration with key institutions involved in the budget process. We will ensure that the annual budgets correspond to the commitments of the plans. In this context, support for the budget process of the various institutions involved (Ministry in charge of Finance, Parliament, sectorial ministries, Court of Audits) is necessary to enable them to improve their capacities on planning, programming, budgeting and monitoring and evaluation to comply and ensure that national funding is in line with the achievement of planned objectives.
- (iii) Costing analyzes and exercises will make it possible to prepare financial projections and support advocacy to mobilize and leverage funds for high-impact activities in order to implement policies and strategic plans in specific sectors. The development of a costing of certain "high impact intervention packages" as well as an investment framework for early childhood (or the cost of inaction in EDC) will serve as a basis to guide government investments, partners as well as the private sector in Burundi.
- (iv) A review of the institutional framework for PPPs accompanied by an analysis to identify the opportunities present in the country in terms of PPPs will allow the development of a better resource and partnership mobilization strategy at national and local level. The promotion of the PPP will reinforce the financing of local development with, as a corollary, the financing of the implementation of the SDGs, notably the interventions in favor of local resilience. The current context in Burundi is characterized by a high number of community groups supporting resilience at the local level. An in-depth analysis will be carried out to identify the levers to strengthen this system in order to have a catalytic effect for the acceleration of the SDGs.

The theory of change can be summarized by:

If national and provincial plans are aligned to SDGs ; if monitoring and evaluation platform is operational at both national and local levels; if planning and budgeting frameworks and processes are strengthened ; if the institutional framework for private sector participation in the implementation of SDGs is enhanced ; if information on how much it costs to implement priority sectors programmes is generated ; then a reinforced and timely monitoring framework of assessing the implementation of the SDGs / NDP at the national level and the SDGs / PCDCs at the local level will be put in place capable ; then the national institutions will be able to improve their capacities on planning, programming, budgeting and monitoring and evaluation, to comply and ensure that national funding is in line with the achievement of planned objectives ; then the development of a costing of certain "high impact intervention packages" as well as an investment framework for early childhood will serve as a basis to guide government investments, partners as well as the private sector in Burundi ; then the in-depth analysis will identify the levers to strengthen this system in order to have a catalytic effect for the acceleration of the SDGs.

According to the theory of change relating to this program, accelerating the achievement of the SDGs will require a solid architecture for resource mobilization, planning, budgeting and investment at the national level on the one hand, and actions to strengthening resilience with catalytic effects of the implementation of the SDGs at the local level on the other hand. In sum, the theory of change of this program can be summarized by the chain of results as presented in the graph below:







## 2.3 Expected results by outcome and outputs

The proposed approach is to work on several levels, both at national and local level. Identification of innovative financing, public-private partnership, etc. will be integrated into the two axes. Hence the importance of a program to strengthen the architecture and the ecosystem for financing the SDGs in Burundi, structured around two important axes:

- (i) Strengthening the national architecture for better planning and better financing of the SDGs
- (ii) Catalyzing the implementation of the SDGs by mobilizing resources, strengthening planning and financing at the local level

### **Outcome I. The national architecture is strengthened for better planning and better financing of the SDGs**

*This axe consists in strengthening the architecture and the ecosystem for the implementation of the Burundi NDP 2018-2027, a tool for implementing the SDGs according to international and regional standards to ensure adequate and effective funding of programs. Key elements are: strengthening of planning (finalization of the framework) and of the programming and budgeting process, costing and / or investment case analysis for the SDGs and reflections on innovative financing options (PPP). A special emphasis on gender will be done in order to help accelerating the achieving of SDGs.*

The planned areas of intervention include:

- 1.1 National institutions are strengthened in terms of planning in connection with the implementation of the SDGs/ NDP:** finalizing the contextualization and localization of the SDGs in the various development plans, finalizing the mapping of the PND indicators in relation to the SDGs as well as their targets and assessment of financial needs to reach the SDGs to complete the work of targeting indicators, developing pro-SDD sectorial policies and strategies, operationalizing the NDP and SDG monitoring and evaluation platform at all levels, capacity building of users on the use of the platform, etc.
- 1.2 National institutions are strengthened of the budgeting process in connection with the implementation of the SDGs / NDP:** Establish a capacity building program in public finance management for better transparency and credibility of the budget, revision of the legal framework on the management of public finances in accordance with the current Constitution, review of the nomenclature contained in the finance law, develop a price list essential for budget execution, align the PIP to the PAP of the NDP by developing project sheets.
- 1.3 The development of evidence and costing is supported to accelerate the implementation of the SDGs / NDP** to contribute to advocacy and to make available budgets on the most important SDGs, in particular high impact interventions for the acceleration of the SDGs / NDP , for human capital and resilience, and very specifically the development of early childhood costing.
- 1.4 The mechanisms for potential financing of the SDGs-PPP are strengthened as an innovative fund:** Promotion of the private sector and PPP to strengthen the

financing mechanisms for the SDGs. Analyze the sector and propose innovative financing mechanisms capable of improving resilience capacities at the local level. Community groups must carry out a study that will strengthen the existing mechanisms and develop ways to access innovative financing.

## **Outcome II. Catalyzing the implementation of the SDGs by strengthening local planning and financing**

*This axe aims to strengthen the links between the SDGs / NDP and local development planning and involves the mobilization of stakeholders and other development partners to support the prioritization and contextualization of the SDGs in the PCDCs and their mapping of indicators. A special emphasis on gender will be done in order to help accelerating the achieving of SDGs.*

The legitimacy of municipalities in the galaxy of stakeholders in the implementation of the SDGs is also reinforced by the principle of subsidiary, which makes sub-national territories the most appropriate level for responding to concerns related to access basic social services such as water and sanitation, education, health and other services. In addition, the integration of the SDGs into the Communal Community Development Plans (PCDC) is a crucial step in the implementation of the SDGs. This is why the PCDC review process offers the opportunity to build local pro-SDG planning with a gender sensibility.

The 3 pilot provinces chosen are the provinces with a high level of vulnerability defined by the resilience framework developed by the United Nations System through INFORM. These 3 provinces are Kirundo, Cankuzo and Ngozi.

The planned areas of intervention include:

### **2.1 Local institutions are strengthened in terms of local planning in connection with the implementation of the SDGs/NDP:**

- Reinforcement of institutional and technical capacities by improving the functionality of the municipalities
- Mapping of indicators at local level and support for the monitoring and evaluation platform mechanism at provincial level in the 3 pilot provinces identified. Support for the integration of SDG indicators in the PCDCs in the 3 pilot provinces: Kirundo, Cankuzo and Ngozi.

### **2.2 Local institutions are strengthened in terms of the budgeting process in connection with the implementation of the SDGs/NDP at the local level:**

Capacity building of local actors on the budget cycle and gender-sensitive budgeting, for PCDCs, piloting of gender-sensitive planning / budgeting tools to strengthen Public Finances at the municipal level, with a focus on the 3 pilot provinces.

### **2.3 Local institutions are supported through studies aimed at identifying potentials and implementation of mechanisms for mobilizing resources of municipalities and innovative financing at local level:** development of tools (tool box)

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

The overall cost of the joint program is US \$ 1,680,174 which will be used to finance the project activities as well as the costs, the communication part and monitoring and evaluation. The Joint Program will finance up to USD 980,174. The consortium will contribute US \$ 700,000 to fill the gaps. The US \$ 700,000 is split between UNDP contributions of US \$ 360,000 and UNICEF contributions of US \$ 340,000. In terms of value for money, it should be noted that this funding is catalytic in the sense that it will contribute to implementing mechanisms, developing tools and building capacity, generating evidence and will therefore be key to mobilizing additional resources for government and its partners. For the partners, the proposed activities constitute a platform which can catalyze additional funding with a view to scaling up throughout the national territory.

The 980,174 USD requested from the project is also distributed among several points. The first concerns activities. Indeed, USD 846,050 is specific to project activities distributed among the three participating agencies. Around 2% of the budget, or 20,000 USD, is devoted to the independent final evaluation. Around 5% of the budget is devoted to Monitoring, evaluation, communication and advocacy of the project with specific activities in this regard aka 50 000 USD. Finally, 7% of the budget, or 64,124 USD, is devoted to GMS. Finally, the repartition between Agencies are 415,187 USD for UNDP, 393,787 USD for UNICEF and 171,200 USD for UNCDF.

Some activities planned are going to be supported by UNDP and UNICEF own budget as there are already planned in their own budget. Indeed, UNDP and UNICEF are leveraging existing projects and financing some activities. The JP funds will help to scale up these activities and to embed more activities, especially those supported by the Private-Public Partnership to achieve SDGs. The planned activities are complementary, and the UN Agencies will work together as such. As example, UNDP and UNCDF are used to work in complementary at the local level. These activities at the local level are planned for 3 pilot provinces. The objective is to scale up those after the end of the JP, at the national level too. So, there is scope for pooling resources. The objective is to have integrated solutions and to deliver as One.

Domains	Expected Results	Key Activities	Proposed budget (In USD)	Joint program contribution	Gender equality component
<b>Outcome 1. The national architecture is strengthened for better planning and better financing of the SDGs</b>					
<b>1.1. National institutions are strengthened in terms of planning in connection with the implementation of the SDGs/ NDP</b>	1.1.1. The monitoring and evaluation platform of NDP and SDGs is operational (at central and decentralized level)	The NDP and SDG monitoring and evaluation platform operational at the Ministry of Finance	<b>150,000 (total amount for 1.1.1)</b>	<b>70,000</b> <b>UNDP Contribution 80,000</b>	Of the budget, 15,000 will be specifically dedicated to gender equality
		Training and capacity building of staff in the use of the platform	<b>90 000</b> <b>60 000</b>		
	1.1.2. Finalization of indicator maps and NDP targets against SDGs is effective	Finalization of the mapping of NDP/SDG indicators and targets	<b>80,000</b>	<b>20,000</b> <b>UNDP Contribution (60,000)</b>	Of the budget, 8,000 will be specifically dedicated to gender equality
	1.1.3. Pro-SDG sectorial policies and strategies are elaborated for the implementation of SDG/NDP (in the areas of education, social protection, social	Support line ministries in the development of sectoral plans and strategies	<b>140, 000 (UNDP)</b>	<b>0</b> <b>UNDP Contribution (140, 000)</b>	Of the budget, 28,000 will be specifically dedicated to

	affairs, water, hygiene and sanitation, arts and crafts, industry and energy)	Support line ministries in the development of annual plans	<b>140, 000 (UNICEF)</b>	<b>and UNICEF contribution (140,000)</b>	gender equality
<b>1.2. National institutions are strengthened of the budgeting process in connection with the implementation of the SDGs / NDP</b>	1.2.1. Capacity of the stakeholders / national institutions on the budgetary cycle and the public financial management are strengthened	Develop a capacity building programme on public financial management for increased budget transparency and credibility	<b>150 000 (total amount for 1.2.1)</b>	<b>90,000 UNICEF contribution 60,000</b>	Of the budget, 15,000 will be specifically dedicated to gender equality
		Capacity gap/needs assessment of stakeholders in the budget process	<b>25 000</b>		
		Develop / update standardized PFM training guidelines and modules	<b>85 000</b>		
		Create a pool of in-country trainers on PFM (minimum 10 trainers)	<b>40 000</b>		
	1.2.2. Developing of tools to strengthen the public financial management	Create a pool of of in-country trainers on PFM (minimum 10 trainers)	<b>80,000 (total amount for 1.2.2)</b>	<b>80,000</b>	Of the budget, 8,000 will be specifically dedicated to gender equality
		Update / development of standardized tools to strengthen PFM management at national and sub-national level	<b>60 000</b>		
<b>1.3. The development of evidence and costing is supported to accelerate the</b>	1.3.1. Intervention Costing at high impact for the acceleration of SDG/NDP, for resilience and human capital	Costing analysis available for at least two integrated packages of interventions	<b>120,000</b>	<b>80,000 UNICEF Contribution 40,000</b>	Of the budget, 40,000 will be specifically dedicated to

<b>implementation of the SDGs / NDP</b>					gender equality
	1.3.2. Investment Case ECD (for small children) is elaborated	Study presenting the investment case or cost of inaction for ECD	<b>120,000</b>	<b>80,000</b> <b>UNICEF</b> <b>40,000</b>	Of the budget, 30,000 will be specifically dedicated to gender equality
<b>1.4. The mechanisms for potential financing of the SDGs-PPP are strengthened as an innovative fund</b>	1.4.1. Map of potentialities of PPP and innovative financing identified and evaluated (tools/ entry point), in addition to institutional reinforcement	Development of a mapping of the potential of PPPs and innovative financing for the SDGs	<b>60,000</b>	<b>60,000</b>	Of the budget, 6,000 will be specifically dedicated to gender equality
	1.4.2 Analysis of possibilities of mechanism of innovative financing in support of communal groups of solidarity to strengthen resilience at the local level	Study on innovative financing options and mechanisms in support of community solidarity groups	<b>80,000</b>	<b>50,000</b> <b>UNICEF</b> <b>Contribution</b> <b>30,000</b>	Of the budget, 12,000 will be specifically dedicated to gender equality
<b>SUB-TOTAL OUTCOME I</b>			<b>1, 120,000</b>	<b>JP contribution: 530,000</b>  <b>Contribution :</b> <b>UNDP : 280,000</b> <b>UNICEF : 310,000</b>	Of the budget, 162,000 will be specifically dedicated to gender equality

<b>Outcome II. Catalyzing the implementation of the SDGs by strengthening local planning and financing</b>					
<b>2.1. Local institutions are strengthened in terms of local planning in connection with the implementation of the SDGs/NDP</b>	2.1.1. Piloting of the platform mechanism at provincial levels tested in the 3 piloted provinces	Strengthening the capacities of the pilot provinces in the use of NDP and SDG monitoring and evaluation platform	<b>100,000</b>	<b>80,000</b> <b>UNDP Contribution 20 000</b>	Of the budget, 10,000 will be specifically dedicated to gender equality
	2.1.2. Localization and mapping at the provincial level (3 piloted provinces) is realized	Development of a Map of PCDC indicators aligned with NDP at local level in the 3 pilot provinces identified	<b>90,000 (Total amount for 2.1.2)</b> <b>60 000</b>	<b>30,000</b> <b>UNDP Contribution 60,000</b>	Of the budget, 15,000 will be specifically dedicated to gender equality
		Finalizing the localization of the SDGs in the PCDCs	<b>30 000</b>		
	2.1.3. Strengthening institutional and technical capabilities by an improvement of activities of communes (municipalities)	Strengthening the technical and institutional capacities of the municipalities	<b>50,000</b>	<b>50,000</b>	Of the budget, 5,000 will be specifically dedicated to gender equality
<b>2.2 Local institutions are strengthened in terms of the budgeting process in connection with the</b>	2.2.1 The capabilities of the local actors over the budgetary cycle and gender-sensitive budgeting (allocations of communal resources) of PCDCs are strengthened	Capacity building of key stakeholders in the budget process in 3 provinces (based on the standard guidelines/modules)	<b>60,000</b>	<b>30,000</b> <b>UNICEF Contribution 30,000</b>	Of the budget, 6,000 will be specifically dedicated to gender equality

<b>implementation of the SDGs/NDP at the local level</b>	2.2.2 Piloting of gender-sensitive planning/budgeting tools to reinforce the Public Finances at the municipal level (ie. Transparent procedures and mechanisms in the revenue chains in the municipalities are elaborated)	Piloting and review of planning / budgeting tools in the 3 provinces	<b>30,000</b>	<b>30,000</b>	Of the budget, 3,000 will be specifically dedicated to gender equality
<b>2.3 Local institutions are supported through studies aimed at identifying potentials and implementation of mechanisms for mobilizing resources of municipalities and innovative financing at local level</b>	2.3.1 Support for studies aiming at identifying potentials and setting up mechanisms for mobilizing internal resources of municipalities and potential innovative PPP, integrated into gender, at the local level with a focus on 3 provinces	Analysis of potential innovative PPP for the 3 focus provinces	<b>50,000</b>	<b>50,000</b>	Of the budget, 5,000 will be specifically dedicated to gender equality
	2.3.2 Necessary tools for municipalities to mobilize internal or external potential own resources and communication with strategic partners are developed (tool box)	Use of tools developed to support resources mobilization strategies at the commune level in the focus provinces	<b>46,050</b>	<b>46,050</b>	Of the budget, 4,000 will be specifically dedicated to gender equality
<b>SUB-TOTAL OUTCOME II :</b>			<b>426,050</b>	<b>JP contribution: 316,050</b> <b>Contribution : UNDP 80,000 UNICEF : 30,000</b>	Of the budget, 48,000 will be specifically dedicated to gender equality
<b>TOTAL (without GMS, the final evaluation and monitoring and evaluation)</b>			<b>1,546,050</b>	<b>JP contribution : 846,050</b> <b>Total Contribution :</b>	Of the budget, 210,000 will be specifically dedicated to



				<b>UNDP : 360,000</b> <b>UNICEF : 340,000</b>	gender equality
<b>Total (without GMS) Final Evaluation: 20,000 (2%) Communication, monitoring and evaluation : 50,000 (5%)</b>			<b>1,616,050</b>	<b>JP Contribution: 916,050</b>  <b>Total Contribution : UNDP : 360,000 UNICEF : 340,000</b>	
<b>TOTAL FINAL GMS: 64,124 (7%) for the JP contribution only</b>			<b>1,680,174</b>	<b>JP contribution : 980,174</b>  <b>Total Contribution : UNDP : 360,000 UNICEF : 340,000</b>	



## **2.5 Partnerships and stakeholder engagement**

The Government through the Ministry of Finance, Budget, and Economic Cooperation is the leader of the joint program which it has shown through its endorsement and active participation in the development of this Joint Program. More specifically, the General Directorate of National Planning and the General Directorate of Budget and Programming participated in various meetings for the preparation and preparation of the said program with United Nations experts, i.e. UNDP, UNICEF and UNCDF.

The implementation of this program will therefore be piloted by a Steering Committee co-chaired by the Permanent Secretary of the Ministry of Finance, Budget and Economic Development Cooperation and by the Resident Coordinator of the United Nations System. The members of this Committee come from the Senior Managers of the Ministry of Finance and the sectorial Ministries, the governors of the 3 pilot provinces as well as the Heads of Agency of UNDP, UNICEF and UNCDF. It will meet twice a year to provide guidance and validate the semi-annual reports to be transmitted to the SDG Fund Secretariat.

The Technical Committee will support the implementation of the Program. It will be co-chaired by the Director General of Planning and Cooperation and by a representative of UNDP as lead agency of the project, the Directorate General of Budgeting and Programming will provide the Secretariat of said Committee. Members will represent sectorial ministries at the technical level, the ministry of decentralization, as well as representatives of the 3 pilot provinces as well as representatives of UNICEF and UNCDF. It will meet once a quarter to assess the technical level of implementation of this program, to identify bottlenecks and propose suitable solutions. He will verify at the technical level the information in the report produced by the program implementation team before validation by the Steering Committee.

The Ministry of Finance, Budget and Economic Development Cooperation is responsible for the execution of the project at the national level. At the local level, the municipalities are responsible for the execution of the project with the support of the Ministry of Decentralization and Institutional Reform.

At the level of United Nations agencies, UNDP will support the Ministry in planning its attributions in the operationalization of the platform, in the finalization of the monitoring framework of the NDP as well as the SDGs. It will support at local level the development of PCDCs integrating the SDGs with a focus on gender as well as the monitoring and evaluation framework. UNDP will also support the analysis on the financing mechanisms.

UNICEF will support the Ministry in charge of finance to strengthen the public financial management system, mainly by giving support to sector strategies (social sectors), for budgeting tools and capacity building for better budget transparency and national and local credibility, and the generation of evidence (the investment framework for early childhood in Burundi (EDC) and the analysis on the financing mechanism for solidarity groups.

The UNCDF will continue to support the MDRI and the municipalities in role of resource mobilization, planning and investment at national and local level. UNCDF will strengthen local financing mechanisms, including the promotion of the local private sector by organizing sectorial capacities to implement PCDCs and related SDGs. UNCDF will work

with the Ministry of the Interior through its General Directorate of Local Development to ensure a perfect match between the planning, budgeting financing of PCDCs as well as localized SDGs.

The three agencies will work together on the costing of intervention packages with high impact of human capital and resilience, support for strengthening the mechanism and operationalization of Public and Private Partnership at national and local level.

The global Coronavirus pandemic is having significant socio-economic impacts, including in Burundi. As such, this new context and the challenges as well as opportunities it brings will be considered carefully when implementing the various activities. For instance, COVID-19 situation will be considered and integrated as appropriate in the mapping of NDP and SDGs indicators. The COVID-19 dimension will also be integrated where relevant in the various analytical and evidence generation undertaken within the scope of this Joint Programme. This evolving new context and the 'new normal' that will ensue reiterate the importance of this joint programme and the opportunity it represents for Burundi as a catalytic funding to strengthen the architecture and the ecosystem for financing the Sustainable Development Goals (SDGs) in Burundi.

The World Bank is an important partner of the country notably in various intervention sectors - nutrition, resilience, education, social protection as well as the fields of public finance management and development planning through the elaboration of sectorial and central MTEFs and strengthening the macro-economic framework through the MACMOD-BI planning model (Macro-economic modeling of Burundi). There is already a consultation platform between different partners including the United Nations Agencies concerned, the World Bank, the European Union, among others on macroeconomics and public finance management, which will be able to discuss in particular the feasibility of an improved cooperation under this program.

The private sector will be integrated into the implementation of this program, especially at the level of capacity building of local communities. It will be consulted regarding the strengthening of the Public and Private Partnership mechanism and its operationalization. As part of this project, the support of experts from regional offices and other colleagues in the sub-region was already observed during the drafting phase of this joint program. All United Nations agencies that are stakeholders in the joint program will continue to mobilize their headquarters and regional offices to mobilize knowledge as the joint program moves to micro-planning and implementation. In particular, when the technical knowledge of headquarters and the regional office is involved, they will not only focus on areas such as gender, innovation (T4D), communication but also technical experts in the field of planning, budgeting, public finance and Public and Private Partnership in order to activate advanced strategies and actions in these areas. Regional and global experts working for United Nations Agencies will be invited to contribute to the implementation of the Joint Program and to share international experience and best practices in the field of financial architect and ecosystem. South-South learning can be strengthened through participation in communities of practice as well as capacity-building initiatives within the United Nations system through the tools already available.

### **3. Program implementation**

#### **3.1 Governance and implementation arrangements (max 3 pages)**

The leadership of the implementation of this program will be provided jointly by the Ministry of Finance, Budget, and Economic Cooperation and the United Nations Coordination in Burundi. On the technical level, the management of the program will be ensured by the focal points of the Ministry of Finance and with the focal points of the three agencies which have expertise in this field namely the UNDP, UNICEF and UNCDF with the coordination of the Office of the Resident Coordinator (RCO). These three agencies will therefore ensure the implementation of planned activities as well as their monitoring and evaluation. The RCO will support the Agencies involved in advocacy for the mobilization of partnerships with the Government and the private sector.

The participating agencies, i.e., UNDP, UNICEF, and UNCDF represent, in terms of strategic and programmatic synergies, a sum of skills and specializations which will make it possible to contribute efficiently to the achievement of the objectives of this program. Indeed, the combination of the intrinsic capacities of these three agencies will make it possible, in a sufficiently effective manner, to cover all of the sectors and interventions planned within the framework of this program. With the support of other areas of expertise which they will call upon, and by reference to their respective comparative advantages in terms of development of varied areas of expertise, partnership development and implementation capacities, these agencies will be able to provide innovative integrated solutions for achieving the objective of widening the space of funding potential for NDP and local development plans focused on the priority SDGs of Burundi.

The implementation of the project will be done within the framework of the national implementation modality, in the framework of the implementation of the cooperation agreement (project document) between UNDP and the Ministry. For UNDP and UNCDF, the transfer will be made through the UNDP National implementation modality (NIM), hereby through the signature of a LOA (Letter Agreement signed between the UNDP and the Ministry of Finance). For UNICEF, it will be based on the Rolling Work Plans signed between the Government of Burundi and UNICEF.

The use of national expertise is the preferred option. However, if such expertise does not exist, recourse to international expertise can be considered.

Taking into account the multisectoral nature of the development planning and programming process, and therefore of this joint program, strategic and operational partnerships will be established with the relevant sectorial ministries. In order to ensure proper ownership and sustainability of the interventions planned at the decentralized level, the authorities of these entities will be closely associated with the implementation of activities, some of which could even be developed under their exclusive leadership.

The implementation of this program is supervised by the UNDAF/Cooperation Framework 2019-2023, which consists, among other things, of strengthening the United Nations contribution to the NDP 2018-2027 and to sectorial and community plans and policies and consolidating the achievements of the interventions.

Coordination will be ensured through the existing mechanism within the UNS which is supported by the Office of the Resident Coordinator and organized around the Steering Committee, UNCT, PMT, Thematic groups of effect 6.

This program is scheduled to run over a two-years period with a budget of \$ 1,680,174. The Joint Programme can be extended in case the implementation takes longer than

planned due to unforeseen reasons. It will involve the public and private sectors, domestic and international, planning and financing will be done in a coherent and coordinated manner by the UN agencies with a particular emphasis on collaboration between the public and private sectors. The principles of transparency and accountability constitute the strong point of this program with a view to clarity of the monitoring-evaluation process.

### **3.2 Monitoring, reporting, and evaluation**

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme<sup>1</sup>; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

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

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

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:

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<sup>1</sup> This will be the basis for release of funding for the second year of implementation.

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

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

After competition of a joint programmes, a final, *independent and gender-responsive*<sup>2</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 programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

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

### **3.3 Accountability, financial management, and public disclosure**

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme 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 Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

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

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

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<sup>2</sup> [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

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

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

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

### **3.4 Legal context**

- Agency name: **UNDP**  
Agreement title: Accord entre le Gouvernement de la République du Burundi et le Programme des Nations Unies pour le Développement (Agreement between the Government of the Republic of Burundi and the United Nations Development Programme)  
Agreement date: 20 November 1975
- Agency name: **UNICEF**  
Agreement title: Accord de base entre le Gouvernement du Burundi et le Fonds des Nations Unies pour l'Enfance  
Agreement date: 18 December 1992
- Agency name: **UNCDF**  
Agreement title: Accord entre le Gouvernement de la République du Burundi et le Programme des Nations Unies pour le Développement (Standard Basic Assistance which also applies to FENU/UNCDF)  
Agreement date: 20 November 1975



## D. ANNEXES OF THE JOINT PROGRAMME TEMPLATE

### Annex 1. List of related initiatives

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Local economic Governance project	<p>-Strengthening of the management of the economy at central and local level</p> <p>-Local governments have improved their technical and operational capacities to carry out planning, implementation, monitoring and resource mobilization activities in a participatory and gender-sensitive manner</p>	<p>This work is a key element of the partnership with the Ministry of Finances and provides a good basis upon which to strengthen the planning and costing of SDGs/NDP at both national and local level, local development, national economy reinforcement</p>	UNDP	<p>Ministry of Finances, Ministry of Decentralization, municipalities, provinces governors</p>	<p>2 millions USD for 3 Years</p>	<p>Marie-Jeanine Hashazinka  <a href="mailto:Jeanine.hashazinka@undp.org">Jeanine.hashazinka@undp.org</a></p>
Budget analysis for social sectors (education, health, WASH, child protection, social protection)	<p>A sectoral budget analysis is conducted when the Financial Law is promulgated with key messages and recommendations</p>	<p>This work is a key element of the partnership with the Ministry of finance and provides a good basis upon which to</p>	UNICEF	<p>Ministry of Finance, Sectoral ministries University of Burundi,</p>	<p>Ongoing – for each financial year, approx. 30,000 USD/year</p> <p>Regular resources</p>	<p>Nathalie Meyer,  <a href="mailto:nmeyer@unicef.org">nmeyer@unicef.org</a></p>

		strengthen the PFM work				
Disseminations of the citizen's budget	Development of a citizen's budget and regional dialogues	This work is a key element of the partnership with the Ministry of finance and provides a good basis upon which to strengthen the PFM work	UNICEF	Ministry of Finance	Ongoing - 50,000 USD Regular resources	Nathalie Meyer, nmeyer@unicef.org
Burundi adolescent investment case (2019 - 2020)	Conduct a study and ensure dissemination	This study provides unprecedented evidence on the significant returns investments in the health and education of adolescents in Burundi can have (16,4 to 1 for health and over 10 to 1 for education).	UNICEF	UNFPA, UNDP, UN Women Ministry of Youth, Ministry of Finance (Statistics Institute)	Ongoing - 110,000 USD Regular resources	Nathalie Meyer, nmeyer@unicef.org
Collaboration with the International Budget Partnership (IBP)	Through this partnership work was done to support the latest Open budget survey and will continue in follow-up to the results with the aim of strengthening transparency and participation around the budget		UNICEF	Ministry of Finance, Sectoral ministries University of Burundi	Ongoing - 30,000 USD Regular resources	Nolasque Ndikumana <nndikumana@unicef.org>

<p>Systems strengthening work to support planning and budgeting for social sectors (health, education, WASH, social protection, child protection)</p>	<p>This is at the core of UNICEF's work with sectoral ministries to ensure stronger planning and budgeting (sectoral strategies and plans as well as MTEFs) and ensure better participation in the budget through increased capacity on PFM</p>	<p>This work is key as a building block for the PFM work in the proposal as well as the planning components and the costings/investment cases as well as reflections on innovative financing options in Burundi</p>	<p>UNICEF</p>	<p>Sectoral ministries</p>	<p>Ongoing – 400,000 USD Regular and other resources</p>	<p>Marjan Montazemi &lt;mmontazemi@unicef.org&gt;</p>
<p>Support to the development of Council Community Development Plan in 9 Communes (2019-2020)</p>	<ul style="list-style-type: none"> <li>- Preparation of the Councils to kick off the planning process</li> <li>-Collection and analysis of secondary and primary data in the 9 communes.</li> <li>-Design of the 9 Council Community Development Plans (PCDC).</li> <li>-Validation and approval of the PCDC at the local and national levels</li> </ul>	<p>This work is a key point for planning and for local development</p>	<p>UNCDF</p>	<p>Ministry of decentralization and communes</p>		<p>Katiella.mai.moussa@uncdf.org</p>

	-Capacity Building of Councils on the implementation of the PCDC					
Support for strengthening the institutional capacities of three communes (Cendajuru, Gisuru and Kinyinya) for improving food and nutrition security (2013-2019)	<p>-The capacity of municipalities to mobilize financial resources (internal and external) and ensure their efficient management with a view to improving SAN and DRC is improved</p> <p>- A financial transfer mechanism, in the form of an FDL, is put in place for a structuring local investment emphasizing SAN, DRC and services</p>	This work is a key point for mobilizing financial resources for municipalities	UNCDF	Ministry of decentralization and communes		Katiella.mai.moussa@uncdf.org

## 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  
(set the targets, if relevant)

Indicators	Targets	
	First Year	Second Year
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope <sup>3</sup>		
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale <sup>4</sup>		

*For this Joint Programme, the targets are not relevant. We don't have a baseline for those.*

**Joint SDG Fund Output 4:** Integrated financing strategies for accelerating SDG progress implemented

Indicators	Targets	
	First Year	Second Year
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	2	2
4.2: #of integrated financing strategies that have been implemented with partners in lead <sup>5</sup>	1	1
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1	1

### **Joint SDG Fund Operational Performance Indicators**

- Level of coherence of UN in implementing programme country<sup>6</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 % 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)

<sup>3</sup>Additional resources mobilized for other/ additional sector/s or through new sources/means

<sup>4</sup>Additional resources mobilized for the same multi-sectoral solution.

<sup>5</sup> This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

<sup>6</sup> Annual survey will provide qualitative information towards this indicator.

- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind”
- Joint programme featured gender results at the outcome level
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

## **2.2. Joint programme Results framework**

<b>Result / Indicators</b>	<b>Baseline</b>	<b>First Year Target</b>	<b>Second Year Target</b>	<b>Means of Verification</b>	<b>Responsible partner</b>
<b>Outcome 1 The national architecture is strengthened for better planning and better financing of the SDGs</b>					
Indicator 1.1: Country has development plans for innovative financing of the SDGs	Existing structures but weak	Reinforced structures at the national level	Reinforced structures at the local level	Reinforced and operational structures	Ministry of finances/ UNDP/UNICEF/UNCDF Ministry in charge of decentralization
Indicator 1.2: Country has development the budget that integrate international agreements in catalytic sectors to advance the SDGs	Health: 10.8% Education : 20% Child protection : 2.1% Social protection : 10.8% WASH: 1.0% (FY 2019/20)		Increased allocations (percentages) in catalytic/social sectors, ie education, health, social protection, WASH	Budget Law (loi des finances)	UNDP/UNICEF

<b>Output 1.1 National institutions are strengthened in terms of planning in connection with the implementation of the SDGs/ NDP</b>					
indicator 1.1.1 National governments have improved capacities to plan, manage and monitor basic services	No	Yes	Yes	Capacities are improved in terms of planning	UNDP/UNCDF/Ministry in charge of finance
indicator 1.1.2 National strategy for the implementation of the national industrialization policy is available	National industrialization policy available but not validated	Validation of the national industrialization policy	None	Official launch by the authorities	Ministry of Commerce, Industry and Tourism UNDP
Indicator 1.1.3 Functional M&E platform	Existing but non-functional platform	Functional platform at the central level	Functional platform at the level of sectoral ministries	Functional platform	Ministry in charge of Finances UNDP
Indicator 1.1.4 Availability of indicator mapping at national level for monitoring the NDP and SDGs including gender	No	No	Yes	Availability of monitoring indicators	Ministry in charge of Finances UNDP
Indicator 1.1.5 Sectoral strategies and policies are developed to advance implementation of the SDGs/NDP	PNDS III (health)  National strategy for the implementation of industrialization policy and National craft policy don't exist	National strategy for the implementation of industrialization policy and National craft policy are formulated and officially launched	Education sector strategy and social protection action plan developed	Document review Documents are available and launched	UNDP/ UNICEF/ Sectoral Ministries

<b>Output 1.2 National institutions are strengthened of the budgeting process in connection with the implementation of the SDGs / NDP</b>					
Indicator 1.2.1  Strengthened Public Financial Management (PFM) system to improve the efficiency, effectiveness and transparency of spending	No standardized PFM training module	Assessment of the capacity needs/gaps of stakeholders in budget process	Standardized training guidelines and modules on PFM finalized and rolled out  A pool of in-country trainers is trained on the PFM programme (min 10 trainers)	Document review  List of the pool of PFM trainers	UNICEF Ministry in charge of Finances
indicator 1.2.2 National government have improved capacities to budget monitor basic services	None	Yes	Yes		UNICEF Ministry in charge of Finances
Indicator 1.2.3  Budget planning, reporting and monitoring tools developed for national and sub-national level, including gender sensitivity	No standardized tools for national and sub-national level	Draft tools available	Final standardized tools available for national and sub-national level	Document review	UNICEF Ministry in charge of finances
<b>Output 1.3 The development of evidence and costing is supported to accelerate the implementation of the SDGs / NDP</b>					
Indicator 1.3.1  Enhanced fiscal space to improve spending on integrated priority packages of interventions to advance the SDGs	No costings of integrated packages of interventions for the SDGs		Costings are available for at least two integrated packages of interventions	Document review	UNDP / UNICEF Ministry in charge of Finances



Indicator 1.3.2 Prioritization of high impact interventions across the life cycle in resource allocation	No investment case for ECD An investment case is available for adolescents	Work underway for the development of the ECD investment case	Investment case for ECD) or cost of inaction study) is available and disseminated	Document review	UNICEF Ministry in charge of finances
<b>Output 1.4 The mechanisms for potential financing of the SDGs-PPP are strengthened as an innovative fund</b>					
Indicator 1.4.1 Availability of the PPP mechanism and functional	No	Yes	Yes	Existence of PPP	UNDP/ UNCDF /Ministry in charge of finances
Indicator 1.4.2 Study to have the potential for innovative financing	Non-existing study	No	Yes	Study published and available	UNDP/ Ministry in charge of finances
<b>Outcome 2 Catalyzing the implementation of the SDGs by strengthening local planning and financing</b>					
Indicator 2.1 Localization of the SDGs in the municipal development plans is carried out	4 communes have already done the localization	16 communes have done the localization	The rest of communes have done the localization	Location report validated and published	UNDP/ Ministry in charge of finances / Ministry in charge of decentralization
Indicator 2.2 Increased efficiency, effectiveness and transparency in the use of domestic and external resources at sub-national level	No	16 communes have their PFM reports for accountability	Support to expand the PMF reports to other communes	Report of the PMFs of 16 communes available Support document to other communes available	UNCDF/ Ministry in charge of finances/ Ministry in charge of decentralization
<b>Output 2.1 Local institutions are strengthened in terms of local planning in connection with the implementation of the SDGs/NDP</b>					

indicator 2.1.1 Local governments have improved capacities to plan, manage and monitor basic services	None	Yes (6 communes)	Yes (18 communes)		Provinces / UNDP/ Ministry in charge of decentralization
Indicator 2.1.2 Map of SDGs indicators at local level available in 3 pilot provinces	Map of indicators in 3 pilot provinces		Mapping in the 3 provinces is done	Les documents sont disponibles et publiés	ISTEEBU/UNDP
<b>Output 2. Local institutions are strengthened in terms of the budgeting process in connection with the implementation of the SDGs/NDP at the local level</b>					
Indicator 2.2.1  Strengthened Public Financial Management (PFM) system sensitive to gender at sub-national level (focus on 3 provinces)	Weak PFM knowledge at sub-national level	Assessment of the capacity needs/gaps of stakeholders in the budget process	Capacity building of key stakeholders in the budget process in 3 provinces (based on the standard guidelines/modules)	Document review (Provincial plans and budgets etc)  List of participants in PFM training	UNICEF/UNCDF/ Ministry in charge of decentralization/ Provinces/ municipalities
Indicator 2.2.2.  PFM tools at subnational level tested for strengthened budgetary process with a focus on 3 provinces	No standardized tools for sub-national level	Draft tools available	Final standardized tools available	Document review	UNICEF/ Ministry in charge of decentralization/ Provinces/ municipalities
<b>Output 2.3 Local institutions are supported through studies aimed at identifying potentials and implementation of mechanisms for mobilizing resources of municipalities and innovative financing at local level</b>					
Indicator 2.3.1 A study of the potential of innovative financing (PPP) is carried out	No mechanism at local level	Study realized	Mechanism is chosen / tools developed	Study is available and mechanism chosen	UNDP/Ministry in charge of decentralization

### **Annex 3. Gender marker matrix**

Complete the table below, using the instruction for gender marker provided separately.

<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 integrate gender analysis	<b>2</b>	The context defines the challenge in terms of Gender for this specific Joint Program. Furthermore, in the SDGs targets part, gender target (5.5) is clearly defined and in all the other targets, gender is present	Reports on SDGs targets
1.2	Gender Equality mainstreamed in proposed outputs	<b>1</b>	Gender equality is proposed in several outputs but mostly in the activities of these outputs	M&E Reports
1.3	Programme output indicators measure changes on gender equality	<b>1</b>	Some programme output indicators measure changes	M&E Reports
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	<b>2</b>	The planning and budgeting planned at both national and local levels are both gender equality. PUNO are working with the Government at both levels on this	Planning and budgeting are gender sensitive
2.2	PUNO collaborate and engages with women's/gender equality CSOs	<b>2</b>	At the local level, PUNO collaborate with women's CSOs	M&E Reports
3.1	Program proposes a gender-responsive budget	<b>2</b>	Yes, 10% of each activity is saved for gender equality activities	M&E Reports
<b>Total scoring</b>		<b>2</b>		

### **Annex 4. Budget and Work Plan**

#### 4.1 Budget per UNSDG categories

UNDG BUDGET CATEGORIES	UNDP		UNICEF		UNCDF		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	0	360 000	0	340 000	0	0	0	700 000
2. Supplies, Commodities, Materials	50,000		40,000		15,000		105,000	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0		0	
4. Contractual services	143,025		163,025		115,000		421,050	
5. Travel	30,000		25,000		15,000		70,000	
6. Transfers and Grants to Counterparts	130,000		120,000		0		250,000	
7. General Operating and other Direct Costs	35,000		20,000		15,000		70,000	
<b>Total Direct Costs</b>	<b>388,025</b>		<b>368,025</b>		<b>160,000</b>		<b>916,050</b>	
8. Indirect Support Costs (Max. 7%)	27,162	25,762	11,200	64,124				
<b>TOTAL Costs</b>	<b>415,187</b>		<b>393,787</b>		<b>171,200</b>		<b>980,174</b>	-
<b>First Year</b>	<b>148,757</b>		<b>170,130</b>		<b>171,200</b>		<b>490087</b>	0
<b>Second Year</b>	<b>266,430</b>		<b>223,657</b>		<b>0</b>		<b>490087</b>	0

This table shows how the money received will be used by each UN Agencies. As you can see UNDP and UNICEF will add some of their own contribution to the Joint Programme.

All UN Agencies will focus on supplies, contractual services (for consultants needed), travel (for consultants and for the Ministry staff to go inside the country when needed) and transfers to counterpart. Those transfers will be mostly going through the account of the Ministry of Finances. It will be used for activities organized by the Ministry such as workshop for example.

About the General operating, those are where we did put the amount for the final evaluation, Monitoring and Evaluation and Communication part.

The total cost per agency reflects the discussion among them.

## **4.2 Budget per SDG targets**

<b>SDG TARGETS</b>		<b>%</b>	<b>USD</b>
	SDG 16.6 : Establish effective, accountable and transparent institutions at all levels	32,3	542,696
	SDG 1.4 : by 2030 ensure that all men and women, particularly 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	17.1	287,310
	SDG 5.5 : ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life	32.1	539,336
	SDG 8.3: promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services	2.1	35,284
	SDG17.14 : enhance policy coherence for sustainable development	4.3	72,247
	SDG 17.17 : encourage and promote effective public, public- private, and civil society partnerships, building on the experience and resourcing strategies of partnerships	12.1	203,301
<b>TOTAL</b>			<b>1,680,174</b>

The table reflects the division within all the SDGs targets the amount that will be spent on them. The two most important amount are for SDG 16.6 and SDG 5.5. A special emphasis will be put on SDG 1.4 and 17.17. Even if the amounts planned are the lowest for SDG 17.14 and SDG 8.3, they are still really relevant for that Joint Programme. All SDGs, as mentioned in the beginning of the document are really specific for that Joint Programme and will contribute to accelerate the implementation of the SDGs in the country. Furthermore, those specific SDGs will aim to strengthen the architecture and the ecosystem for financing the Sustainable Development Goals in Burundi through a synergy of actions for integrated solutions.

## **4.3 Work plan**



<b>Output 1.2: National institutions are strengthened of the budgeting process in connection with the implementation of the SDGs / NDP</b>	capacity needs/gaps assessment of stakeholders in budget process	Standardized training guidelines and modules on PFM finalized and rolled out ;	The capacities of national actors / institutions on the budget cycle and on public finance management are strengthened	x	x	x	x				UNICEF is already working on this. The requested amount is set to complete the capacities of national actors on the budget cycle and to develop tools	170,000	UNICEF: 60,000	<b>230,000</b>	UNICEF/UNDP/UNCDF	Ministry of finances
		A pool of in-country trainers is trained on the PFM programme (min 10 trainers)	Development of tools to strengthen the public financial management system	x	x	x	x	x	x	X						
<b>Output 1.3: The development of evidence and costing is supported</b>	integrated packages of interventions for costing selected	Costings are available for at least two integrated packages of interventions ; Investment case for ECD	Costing of high impact interventions for the acceleration of the SDGs / NDP, for human capital and resilience			x	x	x	x		UNICEF is contributing with their own funds. The requested amount will help to focus on a costing of high impact interventions in the	160,000	UNICEF: 80,000	<b>240,000</b>	UNDP / UNICEF/UNCDF	Ministry of finances

<p><b>to accelerate the implementation of the SDGs / NDP</b></p>			<p>The Investment Case ECD (investment framework for early childhood) is developed</p>	x	x	x	x	x	x	x		<p>acceleration of the SDGs/NDP, for human capital and resilience. These two are important and need a lot of money to cover the most part of those. the investment case for early childhood need to be completed as well.</p>					
<p><b>Output 1.4: The mechanisms for potential financing of the SDGs-PPP are strengthened as an innovative fund</b></p>	<p>Functional mechanism</p>	<p>at least 2 studies carried out that can guide the feasibility of innovative financing</p>	<p>Mapping of potential PPPs and innovative financing identified and evaluated (tools / entry point), including institutional strengthening</p>			x	x	x	x	x	X	<p>The Mapping is a new activity and request all the amount we will need. UNICEF will contribute a little bit on the analysis of the possibilities of innovative financing mechanism</p>	<p>110,000</p>	<p>UNICEF: 30,000</p>	<p><b>140,000</b></p>	<p>UNDP / UNICEF / UNCDF</p>	<p>Ministry of finances</p>
			<p>Analysis of the possibilities of innovative financing mechanism in support of community solidarity groups to build resilience at local level</p>	x	x	x	x	x									



Outcome 2			Catalyze the implementation of the SDGs by strengthening local planning and financing															
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved	
	First year	Second Year		Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)			
<b>Output 2.1: Local institutions are strengthened in terms of local planning in connection with the implementation of the SDGs/NDP</b>		1. Mapping in the 3 provinces is done 2. Platform available and operational	Piloting of the platform mechanism at the provincial level tested in 3 pilot provinces				X	X	X	X			UNDP is already working on those activities. The amount requested will add more funds to these activities in order to reach more communes and thus most of the population. The expectation is to scale up these activities to all the provinces after the Joint Programme	160,000	UNDP: 80 000	240,000	UNDP / UNCDF / UNICEF	Ministry of finances/ Ministry of decentralization / provinces / municipalities
			Localization and mapping at the provincial level (3 pilot provinces) is carried out				X	X	X	X								
			Institutional and technical capacity building by improving the functionality of municipalities					X	X	X	X							
<b>Output 2.2: Local institutions are strengthened in terms of the budgeting process in connection with the implement</b>	Assessment of the capacity needs/gaps of stakeholders in the budget process	Capacity building of key stakeholders in the budget process in 3 provinces (based on the standard guidelines/modules)	The capacities of local actors on the budget cycle and gender-sensitive budgeting (allocation of communal resources) of PCDCs are strengthened					X	X				UNICEF is contributing on the strengthening of the local actors on the budget. The requested amount will go to complete this activity and be sure to have a gender sensitive budget and	60,000	UNICEF: 30,000	90,000	UNICEF / UNDP/UNCDF	Ministry of finances/ Ministry of decentralization/ Provinces/ Municipalities

<b>ation of the SDGs/NDP at the local level</b>			Piloting of gender-sensitive planning / budgeting tools to strengthen Public Finances at the municipal level (ie. Transparent procedures and mechanisms in the revenue chain of the municipalities are developed)			x	x	x	x	X		developed gender sensitive tools					
<b>Output 2.3: Local institutions are supported through studies aimed at identifying potentials and implementation of mechanisms for mobilizing resources of municipalities and innovative financing at local level</b>	Study realized	1. Mechanism is chosen 2. Tools are developed	Support for studies aimed at identifying potentials and setting up mechanisms for mobilizing internal resources of municipalities and potential innovative PPP funding, integrated into gender, at local level with a focus on 3 provinces	x	x	x	x					These activities are innovative within this joint programme. The requested amount will help to do studies to find the better mechanism for a PPP at the local level and developed tools	96,050	0	96,050	UNDP/UNCDF /UNICEF	Ministry of decentralization / Ministry of finances

			Necessaries tools for municipalities to mobilize internal or external potential own resources and communication with strategic partners are developed (tool box)						X	x	x	X						
M&E and Final Reporting		Final report done and validated	M&E report done and validated by the Steering Committee									X					UNDP/ UNICEF/ UNCDF	Ministry of Finances

### **Annex 5. Risk Management Plan**

The general level of risk level for this project is minor as the proposed joint programme was elaborated in close collaboration with the Ministry in Charge of Finance and the various departments in charge of planning as well as budgeting. As such, there is full ownership and support for the proposed joint programme by the national counterpart. In addition, the agencies collaborated closely to develop this strategic and integrated programme and engaged actively with relevant implementing partners in its elaboration. Through their various comparative advantages, the agencies will be well positioned to ensure adequate risks are considered and minimized, in terms of partnership as well as technically. The agencies will ensure close monitoring and put emphasis on ensuring a systematic and structured risk-management approach is adopted in the implementation and throughout the programme duration.

The three Agencies will collaborate closely together with the government and other implementing partners in the implementation of the Programme. Each Agency is going to have their own staff who has already been working on the development of the proposal, working also together for its implementation. This team will be responsible for the mitigation plan which will be developed at the outset of the programme, with adequate mitigation measures that will be identified and put in place as needed.

In terms of ongoing risk management, as Burundi is currently in a pre-election phase, and as such the agencies have put in a great deal of effort in ensuring ownership of this joint-programme at all levels within the Ministry of Finance – political (with the Minister and Permanent secretary closely engaged) as well as more technical levels involved (Director of Budget, Director of planning and their respective teams). This wide consultation and buy-in will ensure that post-election there are no challenges in implementing the interventions. The teams will also ensure close collaboration through their ongoing work some of which is reflected as contributions to the programme prior to any confirmation of the country receiving the funds. This will ensure that the team involved on this programme is all set to go when it is given the opportunity to do so.

During the development of the risk management plan at the start of this project, a clear analysis will be done on the situation including the social and environmental standards and risks already considered by UNDP, UNICEF and UNCDF. The staff members from these Agencies working on the project will be responsible to (i) monitor changes in the main risks that the project faces, (ii) check progress against the responses to the risks and (iii) report the evolution during the technical committee if needed, (iv) develop a risk mitigation plan. More specifically, during the technical meeting, the team will have to report the evolution of the risks and then the committee will review the status of each risk (including progress responding to the risk) and check for new risks to be added.

Four categories of risks have been developed as contextual, programmatic, institutional and fiduciary. A special emphasis should be put this year on the contextual risk as the country is going to have election in May 2020 and some change may happened after the election. The team at the national and local levels currently working on the development of this Programme may move and a different team may come for the implementation. This is a situation that need to be addressed by the Joint Programme in the risk management plan.

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
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Contextual risks					
Political situation which could lead to weak collaboration	Possibly	3	Major	Ongoing work by agencies already ongoing to maintain and ensure good working relationships / good relations established at technical level and broad ownership of the programme / ensure adequate documentation of decisions (letter of endorsement and during programme implementation the Steering Committee)	Steering Committee
The mobility of government officials	Likely	4	Moderate	Ongoing work by agencies on areas related to the programme and with the relevant officials / capacity building and relationship building will be a focus for new officials	National Ministries and Agencies
The non-involvement of key players	Possibly	3	Moderate	Communication and joint implementation Having them in the Technical Committee	Communication activities by Agencies Technical Committee
Programmatic risks					
Activities take longer than anticipated	Possibly	3	Minor	Close monitoring of the activities	Team working on the project from the Agencies and their M&E specialist
Reporting not done on time	Unlikely	2	Moderate	Close monitoring	Agencies

				Meetings of the technical and steering committees	Technical and Steering Committees through their Secretariat
Difficulties to do some activities due to COVID-19	Possibly	3	Moderate	Reorganize the activities planned	Team working on the project from the Agencies
Institutional risks					
poor coordination between UN agencies working in the programme	Unlikely	2	Minor	Leadership of RC and Head of Agencies Close monitoring of the activities	RCO and Programme Team
Little involvement and adoption by local partners	Possibly	3	Moderate	Communication and regular meetings	Technical committee
Fiduciary risks					
Lack of preparedness (including funding) in order to have the Government taking over project activities after the project closing	Unlikely	2	Minor	Resource mobilization through the contribution of the agencies	Agencies
risk of not sustaining the project's medium and long-term impacts	Unlikely	2	Minor	Continuation of work in these different areas	Agencies

