

OBJEKTIF MONDYAL DEVLOPMAN TOUT BON



HAITI

National SDG Financing Framework

A. COVER PAGE

- 1. Fund Name:** Joint SDG Fund
- 2. MPTFO Project Reference Number:**
- 3. Joint programme title:** “Haiti in Crisis: A National Consultation on Reform Priorities and Financing Options for Accelerated SDG Achievement”
- 4. Short title:** Haiti SDGs: Policy and Financing Options
- 5. Country and region:** Haiti, Latin America and the Caribbean
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- 9. Short description:**

This project will help Haiti to assess financing options for National SDG Strategy achievement and to formulate and implement comprehensive action plans and, where required, policy reforms to mobilize such funding in a way that is best aligned to national SDG Strategy Goals.

Identified scenarios for financing mobilization will in turn lead to the possible revision in the current SDG Strategy and Goals, in which financing options and challenges have as of now not been considered.

While the project implementation will be, on the United Nations side, co-led by UNDP and UNCTAD, the entire Haiti UNCT, as well as non-resident agencies with a particularly strong mandate or expertise in this subject area, will be associated with the project and under the RC leadership, as co-implementing partners or by sharing their accumulated global and Haiti-specific relevant expertise and lessons learned.

The project will ensure a broad-based national consultation in defining strategies, priorities and goals, as well as regular exchange with other key partners from the private, the non-governmental or financial sector, MDBs (the World Bank) and international partners.

At project end, the continuation of regular strategy updating will be fully institutionalized and capacities to support this strengthened. A strong, MPCE-coordinated monitoring and evaluation capacity will be developed, in close association with the Ministries of Economy and Finance, of Commerce and Industry; of Agriculture; of Social Affairs and Labour and others, so as to ensure continuous and joint assessment and strategic updating of financing strategies as well as the fullest possible contribution of all mobilized financing to the achievement of SDG Goals.

10. Keywords: SDGs; Haiti; strategy; policy; poverty; national consultation; financing for development; ODA; debt; investment promotion; transformation; expenditure management; capacity strengthening.

11. Overview of budget

Joint SDG Fund contribution	USD 900,000
Co-funding UNDP (TRAC 2)	USD 279,000
TOTAL	USD 1,179,000

12. Timeframe:

Start date	End date	Duration (in months)
01/06/2020	31/05/2022	24

13. Gender Marker: 2

14. Participating UN Organizations (PUNO) and Partners:

Project National Coordination:	Ministry for Planning and External Cooperation:
National Co-Leading Partners:	Ministries Economy and Finance, Commerce and Industry, Agriculture, Social Affairs and Labour, Interior (and the organisations and entities under their purview)
	Other Ministries (with respect to SDG Strategy)
	Private Sector representatives
	Financial Sector representatives
	Civil Society representatives
UN Project Co-Leads	UNDP, UNCTAD
Contributing Agencies:	UNCT Members
Other partners:	MDBs (World Bank)
	Donor partners

SIGNATURE PAGE

Resident Coordinator <i>Bruno Lemarquis</i> Bruno Lemarquis Resident Coordinator and DSRSG	National Coordinating Authority Wilfrid Trenard Director-General MPCE
Participating UN Organization (lead/convening) UNDP Fernando Hiraldo Resident Representative Port-au-Prince, Haiti <i>Fernando Hiraldo</i> 09-Jun-2020	
Participating UN Organization (co-lead/co-convening) UNCTAD Paul Akiwumi Director, LDCs and Special Programmes Geneva <i>P. Akiwumi</i>	
Participating UN Organizations (UNCT Member Agencies) UN Agencies will participate in this project by providing their accumulated expertise and lessons learned on 'SDG financing' related subjects, and by participating in the regular UNCT steering process for this project, under the coordination of the RC, therein assisted by the two co-lead agencies and the RCO. UN Agencies may also be invited to assume implementation responsibility for specific project activities which may emerge during project implementation and for which those agencies have a relevant and particularly important expertise.	

B. STRATEGIC FRAMEWORK

- 1. Call for Concept Notes:** SDG Financing (2/2019) – Component 1
- 2. Programme Outcome:** Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)

3. Related UNDAF Outcomes and Outputs:

3.1 Outcomes

- Outcome 1: Poverty Reduction
- Outcome 2: Improved Access to Basic Services
- Outcome 3: Gender Equality
- Outcome 4: Resilience
- Outcome 5: 'Good' Governance

3.2 Outputs

- Output 1.2: Increase in Labor Force Participation (Decent Jobs)
- Output 1.5: Increased Coverage and Effectiveness of/in Social Protection
- Output 2.1: Increased Allocation to Social Sectors in National Budget
- Output 2.8: Higher Education Participation (at all levels)
- Output 2.9: Improved Access to Clean Water and Sanitation
- Output 3.5: Higher Degree and Quality of Gender-Sensitive Budgeting
- Output 4.2: Increased Coverage and Access of/to Clean Energy
- Output 5.5: Higher Degree of Decentralization in Budget Allocations

4. SDG Targets directly addressed by the Joint Programme

3.1 List of goals and targets

This project is about strengthening Haiti's capacity for a major contribution to – and facilitation of - the realization of the SDG 17 Goal (and its targets) by ensuring the formulation and implementation of a comprehensive financing strategy which takes into account all possible financing opportunities; their respective strengths and weaknesses, and their optimal alignment to the pursuit of all - or selected - SDG Goals.

Specific SDG 17 Targets to be contributed to through this project:

- SDG 17.3: Additional resources for development mobilized
- SDG 17.4: Sustainable debt and debt relief
- SDG 17.5: Investment promotion
- SDG 17.9: International support for capacity strengthening
- SDG 17.11: Increase in export capacity
- SDG 17.12: LDCs' duty- and quote-free market access improvement

3.2 Expected SDG impact

The short-term impact, to be achieved at the end of this 2-year project, is the finalization of a comprehensive financing strategy, with the potential of enhancing the availability of financing (without entailing unsustainable obligations and consequences in return) and thus of augmenting the capacity to achieve the SDG Goals of an updated and objectively prioritized national SDG strategy.

Development effectiveness criteria and objectives will also be a particularly important consideration in the formulation and implementation of financing strategies.

Actual mobilization of such additional resources, and therethrough achieving impact on Goals 1 to 16, is expected to start demonstrating concrete results and impact just prior to – or soon after - the current 24-month project.

Financing mobilization, in terms of enhanced access to financing not only for Government but also for - and from - private sector investors and for citizens at large so as to strengthen their capacity to invest, will be geared in a balanced manner to both basic needs and to sustainable growth related SDGs.

Through the contribution to the latter set of SDGs, a growing capacity to generate decent jobs and incomes as well as domestic fiscal revenue through an expanding economic activity, will be pursued and therethrough a major contribution to the achievement of all SDGs.

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

In addition to the cross-cutting and underlying Goal 17 (and with which this project's objectives and expected outputs are thus fully in line, and specifically in relation to the above-mentioned Targets), the national strategy places particular focus on the basic needs goals; the growth and jobs goals; the environment and climate change adaptation goal; and the governance goal. Nine of the SDGs have been prioritized in the current national SDG Strategy.

Targets and Action Plans in the National Strategy may however be subject to revision as a result of the conclusions this project will reach with respect to options related to Goal 17; the formulation of a low, medium and high financing scenario, and the ambitious but at the same time realistic assessment of financing options available to Haiti.

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

A better mobilization of all available financing options and an improved allocation and efficient spending of financial resources to objectively prioritized actions in support of SDG Goals, underpinned by national consensus on choices made and policy reforms recommended and/or undertaken, will result in a more effective and accelerated achievement of SDG Goals pursued under the agreed national SDG Strategy.

7. Trans-boundary and/or regional issues

C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1 Problem statement

The path towards full achievement of the SDGs in Haiti, if successful, will be long and its success dependent on multiple internal and external factors. Mobilizing the required finance presents major challenges and complexities, more so in the crisis context the country currently faces and because of the impact of this crisis also on future financing prospects.

Dependence on external resources to finance sustainable development is a crucial feature of Haiti. LDCs in general have progressed more slowly – or too slowly – towards achievement of the SDGs, also for lack of financing as well as because of scant progress in structural transformation (and the latter impacted negatively by the first).

Identifying options for such financing of its national development strategy, in support of the most ambitious possible – but realistic - SDG targets, and building the capacity for the actual mobilization of those sources, is what Haiti needs and what his project is about.

The particular complexities for Haiti in this respect – and thus the importance of this project – stem from three crucial considerations and handicaps:

One, the overall environment for development financing has become even more constrained. UNCTAD calculated that LDCs' investment needs to meet the SDG targets amount to 120 Billion \$ per year between 2015 and 2030, an amount three times larger than what is being - or has been - mobilized or provided.

LDC debt in total has almost more than doubled over the last ten years. Inflows of Foreign Direct Investment to LDCs suffered during the same period a contraction of 37%. ODA donors short-delivered almost 50 Billion \$ on the SDG Goal 17.2 ODA contribution target in 2017. All this has understandably had a major impact on LDCs' capacity (and Haiti's in particular) to finance ambitious SDG strategies, the more so as limited progress in structural transformation of their economies has not allowed them to correct this external financing drop by falling back on additional domestic (in particular tax) revenue.

Two, within this deteriorating global financing context, Haiti has over the last decennium been impacted even more than many other LDCs, for multiple reasons, including (but not only) its exposure to repeated natural disaster shocks and its island status. -

ODA (in constant 2015 \$) has dropped from its post-2010 peak of 45% of Gross National Income at the beginning of the last decennium to just over 10% of GNI now. Haiti's debt has as such also rapidly surged from slightly over 10% of GDP after the earthquake to almost 35% of GDP today. Its current stock of external debt puts Haiti, as of mid-2019, in the list of LDCs in debt distress or at high risk of debt distress. Haiti has also not managed to make major inroads in Foreign Direct Investment mobilization. These investments have averaged about 150 Million US\$ in Haiti per year since 2010. This in comparison to the half Billion, Billion and two Billion US\$ per year mobilized respectively by Jamaica, the Bahamas and the Dominican Republic. With respect to domestic resource mobilization, Haiti's tax revenue collection has consistently remained between 12% and 14% of GDP, as a result of the lower level of economic development, its regressive fiscal policy, and the multiple

complexities in efficiently and fully collecting taxes due. In that, it ranks as the lowest tax collector in the region. The result is a consistent budget deficit, which has now reached 3% of GDP. According to some analysts this, the 2019 deficit could only be limited so far through an almost 20% reduction in current expenditures and almost 70% in capital spending, thereby further reducing the already extremely limited outreach of the national budget.

Diaspora remittances are particularly important in the Haiti context, where they represent almost one third of GDP. However, mechanisms and incentives are required to ensure that – at least a part of these remittances – are channeled into productive investment.

The third factor complicating the resource environment for Haiti are its recurrent crises, and in particular the profound crisis witnessed in 2018-2019. Export activity has seen an important contraction. International partners are in a 'wait-and-see' position. The governance uncertainties have made it impossible for some of the larger international partners such as the Multilateral or Regional Banks, needing fiduciary guarantees, to commit loan funding. As a result of the crisis, 2019 GDP has been negative between 1 and 2%. Moreover, the latest forecasts by the World Bank also show a negative growth estimate of about 2% minus for both 2020 and 2021. It is now estimated that more than 4 million Haitians will be emergency aid dependent in 2020, a figure almost double the pre-crisis figure.

The challenges Haiti thus faces are three-fold:

- (a) Re-think, considering both the current baseline situation with respect to the SDGs as well as the internal and external environment, the best strategy - including the critically and urgently required policy reforms – for the fastest and 'leaving no-one behind' road towards SDG achievement;
- (b) Identify the options for meeting the financing requirements for such strategy and formulating the action plan for mobilizing such financing. Consequently, revisit the SDG strategy in line with assessed – ambitious but realistic - financing options and alternative scenarios; and
- (c) Implement a comprehensive people consultation strategy, so that review and discussion of options outlined – and informed decision-making thereon – are participatory, transparent, nationally-owned and backed-up by a solid consensus and thus a strong commitment to achieve and succeed. In the current un-resolved crisis context, this country-wide consultation to capture people's concerns, expectations and future vision is essential for re-building the social contract Haiti urgently needs to get out of the recurrent crisis and confrontation mode. (This social cohesion rebuilding is also one of the main strategic goals of the Haiti Integrated Strategic Framework endorsed by the UN Principals in February 2020).

As the UNCTAD Report underlines, LDCs need to take a stronger lead in managing the financing structure and need to put in place the necessary institutional frameworks, laws and regulations to align all potential sources of finance with national requirements and plans.

Helping to achieve the latter, and thus have in place a sustained capacity to plan, mobilize and monitor resource inflows is an additional area of support of this project.

As such, the project aims for an impact beyond the financing strategy formulation, as it also includes 'one step back, but forward' by also encouraging and supporting a broad-based process of re-thinking development options (in support of SDG achievement). If such process is successful, the project will also have made a major contribution to social cohesion

building, to conflict resolution and to reconstructing a stronger sense of social contract, with the latter being one of the main strategic goals of the new UN System's ISF for Haiti.

1.2 SDGs and targets

This project design and formulation has benefited substantially from the just completed update (January 2020) of the Haiti Common Country Assessment (CCA), undertaken as a key input into a fully integrated work plan for the entire United Nations presence, including the recently established BINUH Mission. It builds on the extensive work undertaken by sectoral, multi-stakeholder working groups, and drawing on their very in-depth data collection and analytical work. (Annex VI to this project document provides a snapshot on the current status in relation to global SDG Goals, as presented in the above CCA update of January 2020).

The February 2020 Integrated Strategic Framework for Haiti, as requested by the Security Council, underlines specifically the importance and urgency for Haiti of addressing the development financing challenge, as well as structural, policy and reform issues therefore to be responded to. The important responsibility assigned to the BINUH Mission, in terms of the (D)SRSG's 'Good Offices' function, provides a major value-added to the capacity of the UN System in Haiti to advocate for – and obtain commitment towards – those policy change and reforms imperatives, and is thus particularly important and timely for this project.

Challenges are huge. Poverty data probably provide the best direct and proxy indicator thereof. About 6 million of Haitians live below the poverty line. This figure is only marginally better than at the start of this Millennium, and that limited progress has probably been entirely eroded as a result of the current crisis. Haiti had set an objective of becoming a middle-income country by 2030 and with extreme poverty then at 3% only. Considering demographic growth, it would require the country to grow at 7% per year from now on to reach this target. Since the formulation of the Plan, growth has been just above 1% in the good years, negative in 2019, and is probably to remain negative in this and in next year and with very limited growth prospects several years thereafter.

On that poverty criterium alone, one needs to conclude that the planned results of earlier Haiti development strategies are far from being achieved. The strategy needs to be re-assessed; implementation of planned reforms accelerated; additional reforms considered; the financing implications assessed, and a realistic financing plan formulated and put into action.

Also, there is a growing realization that major action is required to substantially improve not only financing mobilization but also, in parallel, financing and development effectiveness, as past records in this respect are far from positive (and resulting in considerable 'international partners fatigue').

One example of the need of the close link required between strategy, planning and financing is with respect to the social protection strategies and on which the World Bank made the following observation in mid-2018: "By 2014, more than 20 safety-net programs were active in Haiti, with total funding equal to 1.3 percent of GDP. However, these programs were implemented by six different ministries and were largely funded by external resources that have since dried up. Without an overarching strategy or a strong government commitment, social protection spending has fallen dramatically as external financing has returned to pre-2010 levels, which are modest even by the standards of low-income countries. Moreover, previous World Bank studies have shown that even when external support was at its peak, the mix of social protection programs was inadequate to meet the needs of the population.... Haiti's deteriorating social safety net and continued vulnerability to both economic shocks and

natural disasters underscores the urgency of strengthening social protection programs and focusing the country's limited resources on poor and vulnerable households". ¹

This example underscores the double urgency and importance of both the need to re-visit strategies, to define the one that contributes best to SDG achievement, but also to link this comprehensively to financing considerations, innovation and active prospecting. (The just-completed National Action Plan on Social Protection and Promotion aims to achieve exactly this, but – as a result of the crisis – in a now dramatically deteriorating national budget environment, with as such substantially reduced financing options).

This project is thus particularly timely, and its multi-faceted focus on development strategy revision, policy reform, financing strategy development and a national consultation to underpin those, are possibly the most appropriate mix to address these challenges and thereby to contribute to the construction of a new national Haiti-Donors 'Partnership Framework', a most urgent and important requirement in the current crisis context. ²

Haiti's short-term perspectives substantially reduce and jeopardize development options, and this at a moment when an inclusive and sustainable development path is an imperative for resilience of both Haitians and their institutions and to prevent the resurgence of conflict and instability (and a resulting further dramatic increase of already high emergency aid dependency). At this moment when the Decade for Action takes off, Haiti is in fact in danger of stagnation, or worse, with respect to multiple development goals.

Focus in this chapter has thus been particularly on issues of instability, crisis and poverty, as these are most reflective of deeper structural issues which also translate into the lack of progress in several SDG areas.

This project takes an integrated SDG view, placing an equal emphasis on economic transformation and on basic needs, and with a medium-term focus on poverty targets (1.1; 1.3); nutrition targets (2.1; 2.3); growth and jobs targets (8.2; 8.3; 8.6).

In its financing strategy formulation objective, the project thus focuses particularly on SDG 17 and more specifically the above-mentioned targets 17.3; 17.4; 17.5; 17.9; 17.11 and 17.12. However, that funds mobilization strategy, and the support to the re-defining of the SDG strategy (or the reforms required to ensure impact and) will, if successfully implemented, be supporting - in the long run - the achievement of all Goals 1 to 16.

Some short-term goals, in areas also covered under the predecessor MDG Goals-related sectors, could possibly be achieved to some extent through effectiveness improvement in current public spending and the reprogramming of savings dividends. (In this area however, the project will confine itself to pulling together the very extensive work undertaken by UN agencies and other partners over the last years, and with respect to specific MDG/SDG-related sectors expenditure management issues).

The most important impact on SDG achievement will thus be medium- and longer-term, as a result of effective and well-aligned funds mobilization. And with strict conditions

¹ Within this project, attention will however be placed on the prioritization of Social Protection in the SDG Strategy, in view of the growing fragilities and vulnerabilities expected in the immediate future.

² While the project will aim from its start for a comprehensive financing strategy (and corresponding revisiting of the current SDG strategy), there is the possibility – in view of probable complexities – of focusing on specific financing options or specific SDG-related spending areas, in parallel to the continued comprehensive project approach.

set for financing effectiveness including the definition of objective expenditure prioritization criteria; adopting the guiding principle of 'leaving no one behind, and first those furthest away'; and recognizing the need for prioritizing comprehensive action to lay the basis for sustained growth and for better domestic resource mobilization.

1.3 Stakeholder mapping and target groups

The holistic project approach, both in its SDG strategy and in its strategy financing dimension, as well as in its national consultation emphasis, requires a very broad multi-stakeholder approach.

First, both in its inception phase and throughout the project implementation process, the project will systematically take the public pulse and ensure citizen feedback on proposed SDG strategy and strategy financing options, as it is of key importance, in view of deep, possibly painful, reforms required to address structural deficiencies and in the confrontational context of the recurrent crises Haiti faces, that the project contributes to the emergence and consolidation of a shared vision on future goals and on the way forward to get there.

Second, civil society will have to play a key role of being, in this project process and required debate, the bridge to the Haitians at large, so that the many complex issues on the table can be presented in a comprehensible form; that truly democratic and participatory debates are facilitated on the options available; and that un-doctored citizen feedback is channeled back into the strategy formulation process.

Third, national ownership at decision-making levels of governance needs to be strongly present throughout the project. This is particularly so for the key ministries involved in priority SDG subjects the project will address, and which have already been closely involved in the design and formulation of this project. This central decision-making team will be further expanded as the project evolves, and is built around the Ministry of Planning and External Cooperation (also the main architect of SDG and development strategies, and in that function also coordinating – and ensuring the inputs of – sector ministries in charge of SDG Goal-related matters); the Ministry of Economy and Finance; as well as the Ministries of Agriculture and Commerce and Industry (both in charge of the more economic transformation and growth related SDG Goals); and the Ministry of Social Affairs and Labour. Because of its responsibility in matters of local governance, and thus potentially facilitating the broader bottom-up consultation(s) the project envisages as well as the development effectiveness of local spending, the Ministry of Interior and Local Administration is also part of this initial project steering group. (Several consultations were already held with this group of Ministry representatives on the priority issues to be addressed under this INFF initiative during this project's design phase, including a one-day workshop attended by thirty-five ministerial representatives at the end of January 2020).

Fourth, a key contribution to resource mobilization will necessarily have to come from the business and financial sectors, but whose willingness, capacity, concerns and hesitation to do so still needs to be further assessed, let alone addressed. SDGs prioritization and the corresponding financing strategy will provide new opportunities for investment to the private sector, and the necessary incentives will need to be in place to make this investment happen. The private sector however also needs to provide a contribution to SDG acceleration by ensuring that investments are fully SDG-aligned, and in line with an SDG-achievement supportive investment promotion policy. For that to be achieved, the appropriate public-private discussion forum needs to be established, so that concerns and expectations from both sides can be tabled; the appropriate steering, regulatory and incentive mechanisms and

tools defined; and the conducive win-win solutions identified. (That process has already started through the initial consultations with the business and financial community, through their respective associations, during the design phase of this project.)

Five, a particular effort will be undertaken to sensitize the media on this important SDG financing challenge, and the intrinsic link between financing scenarios and SDG strategy formulation, policy options and choices. The media have indeed an extremely important role to play in ensuring that an objective and fully democratic debate does occur around the complex and challenging decision-making that will be required to set the direction for SDG achievement (including the essential reforms), and the financing choices related thereto.

Six, although the project will not focus on public expenditure review, such review is particularly important for the prioritization – and possible re-allocation to higher priority areas – of current and future government expenditure. No further analysis will be undertaken in this regard by the project, as many UN agencies and MDBs, in the continuously constrained public sector budget context over the many last years, have made this a priority subject of their past technical assistance, be it in the social sectors of health, education, water, sanitation and energy or with respect to gender-sensitive budgeting. The project will thus not duplicate those past efforts, but rather ensure that this collective assessment (and its conclusions) are fully taken into account in the overall approach to the formulation of the financing strategy.

The regular convening of the Haiti UNCT, under the RC leadership, will thus be of major importance for this project, as an inclusive forum for a collective review by all UN Agencies of the project's progress and for mobilizing the agencies' additional technical contributions for the continued successful delivery against project objectives.

Seven, the ODA dimension being of particular importance to Haiti's short- to long-term financing strategy, the involvement of the donor community in these strategy discussions is particularly important so that project conclusions and recommendations with respect to ODA mobilization can also be reflected in a new Partnership Framework, the donor community therein recognizing – and committing stronger support to – the implementation of the nationally-owned reforms and actions prioritized with respect to SDG achievement and their financing.

Finally, and also to facilitate a continued and growing partnership for project follow-up, a particular project relation is already being – or will be – initiated with a number of international partners sharing a particular interest in what the project aims to achieve: the European Union; the Inter-American Development Bank; the World Bank and the International Monetary Fund. They will be closely associated to the project steering process, and discussions will continue throughout the project implementation to start designing a joint follow-up, in support of implementing the crucial reforms required and the financing strategy, and of achieving the resource mobilization targets defined under the current project.

2. Programme Strategy

2.1. Overall strategy

The current crisis environment has clearly demonstrated the inherent link between socio-economic development and governance, and specifically how the democratic deficit and current governance weaknesses have negatively impacted on socio-economic development and SDG achievement. Similarly, persisting high poverty and incapacity to satisfy basic needs and social service access has led to massive popular frustration and generated under-currents

in the political system that has fragilized the basic and stable functioning of the institutions. The little remaining social contract in Haiti is shaking in its foundations. This project thus carries additional importance also as a possible contributor to renewed cohesion building.

The multi-fold strategy the project will thus pursue will include:

First, a re-assessment of the key pillars in the national development strategy, of what has worked and what not; what reforms were planned but not implemented; what additional reforms are needed to place the SDG strategy on an-as-fast-as-possible track. This is not planned to be a goal-by-goal review, but rather a re-assessment at the macro level and of key development parameters directly or indirectly impacting on individual SDGs.

Second, and following an approximate analysis of the 'cost' of the current national action plan for sustainable goals' targets achievement (but without embarking on a goal-by-goal detailed costing), a review will be made of the financing architecture and options; of the possibilities or limitations in terms of alignment of current and potential financing components with SDG Goals; and of the opportunities each of these streams of financing could provide in the short-, medium- and long-term. Action plans will be designed with respect to each of these financing streams, also considering experience from other LDCs in almost comparable situations. A low, average and high scenario will be formulated, to show the different benefits and reform implications and thereby facilitate informed choices. In function of the conclusions with respect to these financing scenarios, the SDG strategy revisiting referred to under the above first strategic pillar may have to be further adjusted.

Third, this project, while very technical in nature, cannot be reduced to a technocratic exercise. Assessments and recommendations need to be placed in the public domain. A broad debate needs to be facilitated. Collecting peoples' concerns and aspirations needs to be among the start-up activities and inform project implementation, and that consultation needs to be continued to further inform the project with respect to its findings and recommendations for action and for reform. An important part of the project budget, and UNDP's financial contribution to the project, will specifically support that democratic, participatory process.

Fourth, it is important that the attention to the financing aspects of an SDG strategy are fully institutionalized, so that monitoring, updating, revision, corrective action and problem alerting can take place continuously, and can also continuously feed into strategy formulation; into policy reform initiation and into strengthened financing mobilization action, as and when required. Particular attention will thus be paid during the project to ensuring that such institutionalization does indeed take place before the end of the project.

This project, in all above four aspects, is not only timely but also new, both in its objectives and in its implementation and outreach strategy. If successfully achieved, it should provide a new impetus to SDG achievement, and provide financing providers or sources (ODA, financial sector, private sector and taxpayers) with a convincing action plan that not only carries the promise of efficient progress on the development path defined and a valid and nationally-owned reform agenda, but also the necessary guarantees that resources will be well spent and will provide, where these sources because of their nature so require, the (legitimate) return expectation the investment was based on.

Last but not least, the successful implementation of this project (a success indicator additional to those related to the successful formulation and implementation of strategies and action plans developed under the project) could also make a major contribution to the building of a new and shared national future vision, and thus to the rebuilding of the social contract that has gradually eroded over the many past crises and the current crisis years.

In summary and in conclusion, this project is unique, first of all in terms of what it aims to achieve: a full and comprehensive integration of the financing dimension in the formulation – or revision - of SDG strategies, based on an improved understanding of the financing architecture and options.

Secondly, in terms of incorporating, in the context of the review of financing realities and options, a reprioritization of SDG Goals and review of targets, based on an agreed set of ranking criteria and thereby achieving a strengthening of expenditure efficiency and effectiveness.

Thirdly, in terms of creating the awareness of the need of reform – be it in policy areas or in institutional set-up - required to accelerate SDG achievement and to build commitment towards the implementation of these reform requirements.

Fourth, in terms of the democratic participation and consultation processes which will underpin conclusions and recommendations with respect to strategy, reform, action and funds allocation prioritization, and thereby contribute to national consensus on the way forward and the 'promise of results'.

Fifth, in terms of the collective UN System participation, drawing for this project on the rich inventory of recent sector and SDG Goal specific spending reviews, so that this informs the project in a substantial and substantive manner, as well as the regular participation of the entire country team, under the RC leadership, in the regular monitoring, steering and strengthening of the project.

Sixth, in terms of cross-departmental participation and the fully national ownership and leadership of this initiative.

And, seventh, in terms of informing a deeper partnership with the wider donor community, so that the conclusions of the project can also feed into the formulation of a revised and revigorated Haiti-Donor 'Partnership Framework' in support of the SDG agenda and of the actions required to achieve the prioritized SDG Goals. (The existing meeting of the Technical and Financial Partners forum will be the appropriate structure for this regular international partner consultation related to the project progress, achievements and follow-up requirements).

As the national entity in charge of planning and development coordination, the Ministry of Planning and External Cooperation (MPCE) will lead the project coordination and will be supported to strengthen its capacity to assume this additional task. The project coordination will be integrated in the central planning and coordination responsibility of the MPCE. That capacity, and the capacity to mobilize the broadest range of ministries around central development strategy and planning issues, has been already successfully demonstrated during the design phase, through the successful brainstorming sessions initiated by MPCE in the build-up of this project. (That central coordination role by the MEPC will be 'shared' with respect to specific project dimensions falling in those ministries' field of expertise and mandates, with MEF, MAST, MA and MCI).

The final result of this project will thus be a convincing, ambitious yet realistic financing action plan, in support of an objectively reprioritized SDG strategy which includes a convincing reform agenda and fully endorsed through a national consultation process; with the capacity to continue similar efforts and updating of strategy and plans in the future fully institutionalized, and with national and international development partners fully aligned with

– and committed to – the priorities being pursued as a result of the conclusions and recommendations for action developed under this project.

2.2 Theory of Change

A better mobilization of all available financing options and an improved allocation and efficient spending of financial resources to objectively prioritized actions in support of SDG Goals, underpinned by national consensus and commitment on choices made and policy reforms recommended, will result in a more effective and accelerated achievement of SDG Goals pursued under an agreed national SDG Strategy.

The Theory of Change will be pursued and implemented through the following activities of which the successful achievement, of each and in the specified sequence, will result in the planned/expected change:

One, **IF** the project starts with a broad overview, assessment and analysis of main issues which either facilitated or jeopardized MDG and SDG achievement in the framework of past MDG/SDG strategies and plans; if the results of this review place at the forefront the key parameters to correct in new or revised SDG strategies and plans, and if, as part of this review, an approximate costing of the current SDG Action Plan is made which will help create better understanding of the complexity, the importance and the possible mis-match (in the current plan) of the financing dimension; and

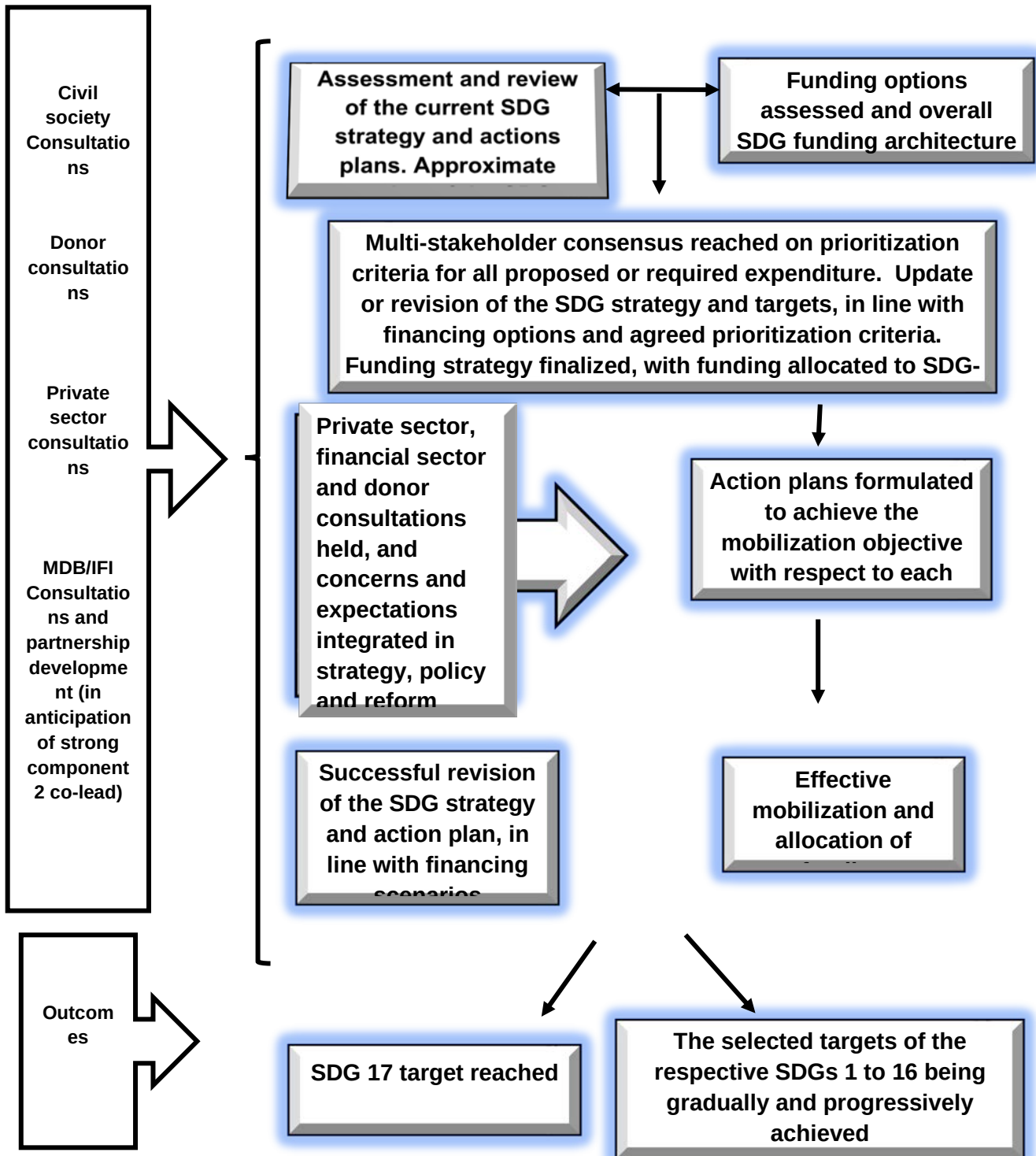
Two, **IF** a rapid sample survey is undertaken of the main concerns, suggestions and expectations of Haitians across the country on major issues related to national development and SDG strategy, as the starting point in a sustained consultation process which will be followed throughout the implementation of the project and so as to ensure that the finally-designed strategy is based on a large national consensus and commitment; and

Three, **IF** an overview is also made of all financing options available (including as a result of expenditure reviews, tax evasion reduction or the fight against corruption) so as to be able to present, even under different scenarios, the total funding that may be or become available at different milestones in the duration of the SDG strategy, and if issues of individuals' access to financing and to innovative SDG-supportive financing instruments is also included in the mapping of the overall financing architecture; and

Four, **IF** throughout the above options assessment and decision-making phases, civil society is and remains supported in successfully organizing country-wide consultations on project-related subjects with Haitians at large, and in feeding the conclusions thereof back into national strategy and action plan formulation;

Five, **IF**, also through the consultation processes both within and outside of Government, a consensus can be achieved to define the necessary prioritization and appraisal criteria for all proposed or required expenditures, investments and thus for funding allocation, distinguishing therein those that are fixed, unchangeable public expenditures and those that can be subject of review in line with the defined SDG prioritization criteria, and an update or revision of the SDG strategy and targets is accordingly formulated (with low, average and high financing scenarios, to take into account the possibility of variations against the plan in the actual mobilization of the targeted financing);

THEORY OF CHANGE



IF, Six, a financing strategy with funding allocated to prioritized action (as per the updated SDG strategy and targets) is then formulated (for each of the identified funding mobilization scenarios),

Seven, and **IF**, following the agreement on an overall financing strategy, action plans are then prepared by the concerned Ministries for the achievement of the resource mobilization targets in the areas where they respectively assume responsibility (e.g. Industry and Commerce on FDI with respect to investment promotion; Agriculture in relation to investment promotion in agricultural value chains; Finance in tax revenue matters; Social Affairs and Labour with respect to job creation; Justice in anti-corruption; etc.); and

Eight, **IF** also donor partners and private sector partners are regularly appraised and consulted on project progress, thereby ensuring that the action plans related to ODA and private sector participation (through investment or credit) are fully – or as well as possible - aligned to the strategy, and these partners' legitimate concerns and expectations are also adequately – or as much as possible - addressed in strategy, policy reform and actions plans; and

Nine, **IF** the capacity to sustain regular financing-for-development plan revision and updating, building on an effective monitoring and evaluation capacity, is fully institutionalized, and the required networking, citizen consultation and institutional partnerships effectively put in place (if not expanded) so that the broadest possible coalition of support is continued with respect to SDG strategy implementation, including with respect to the mobilization of identified and targeted resources;

Then, finally, with the effective mobilization of financing as per plan, the direct result target of this project related to SDG 17 will be gradually and incrementally achieved, and, with the financing starting to be mobilized as per plan, and in support of prioritized SDG-supportive actions, the selected targets of the respective SDGs 1 to 16 will also be gradually and better realized, and as per plan.

2.3 Expected results by outcome and outputs

The achievement of four key Outcomes will be targeted under this project. Those, and their supporting outputs, are summarized below.

Outcome 1: A comprehensive SDG Financing Strategy formulated, and action plans designed and moved towards implementation in each of the selected priority financing areas.

- Output 1.1: An assessment of the financing architecture and of all potential sources of finance mobilization (ranging from 'revenue' over 'leakage prevention' to 'expenditure management efficiency improvement').
- Output 1.2: A review and analysis of the strengths and weakness of each potential financing source with respect to its possible alignment to SDG priorities.
- Output 1.3: Formulation of a Financing Options synthesis, and of a minimum, average and maximum scenario related to it.

- Output 1.4: Design of Action Plans, and assignment of lead department responsibility, for each of these revenue streams.
- Output 1.5: Definition of processes, mechanisms and responsibilities for the regular monitoring and updating of the financing strategy and action plans, and the monitoring of the implementation – when/where required – and impact of reform actions required to ensure the highest possible funding mobilization and, as a result thereof, achievement of defined SDG strategy targets.
- Output 1.6: Implementation of Financing Mobilization strategies and action plans initiated.
- Output 1.7: A revised 'Partnership Framework' negotiated with Donor Partners on the basis of the revised SDG Strategy; the nationally owned reform agenda; and the ODA financing targets proposed in the National Financing Strategy.

Outcome 2: Taking into account identified financing ambitions, the existing SDG Strategy and Action Plan revisited to ensure effective alignment between SDG Goals and Targets and the (based on three alternative scenarios) opportunities of financing identified.

- Output 1.1: A baseline assessment of the current status with respect to SDG achievement. (Focus will be on a selected number of key development indicators, both among or outside the current SDG Goals, which are considered to be particularly relevant or instrumental for SDG achievement).
- Output 1.2: Definition of realistic but ambitious revised and, where required, reprioritized SDG Targets.
- Output 1.3: Explicit inclusion of the 'No One Behind. And those 'Most Behind, First' consideration in action and resource allocation prioritization.³
- Output 1.4: Ensure a strong(er) balancing of 'Basic Needs and Individual Capacity Building' Goals and 'Economic Growth, Jobs, Incomes and Domestic Resource Mobilization Capacity' in the SDG Strategy and Action Plan.
- Output 1.5: Approximate costing of SDG Action Plan, with cost specification – to the extent possible – of Goals and Targets.
- Output 1.6: Structure the financing so that identified financing options and targets are – to the extent possible – aligned with specific Strategy targets and action plans.
- Output 1.7: Synthesis of key reforms – newly identified or previously identified but not yet implemented – required for the full realization and achievement of the strategy (and estimate made of the implementation cost –

³ See also the observation above about the necessity of ensuring a particular emphasis on Social Protection in the SDG strategy, in view of the growing fragility and vulnerabilities expected in Haiti in the immediate/near future

and benefit - of such priority reforms, so as to clearly demonstrate the value-added with respect to SDG achievement).

- Output 1.8: Finalize the SDG Strategy and Action Plan, providing scope for adjustments (within the minimum, average and maximum scenarios referred to above) in function of actual financing mobilization results obtained.

Outcome 3: Institutionalization of a national capacity to continue to take leadership and initiative in financial planning and resource mobilization strategy formulation, implementation and monitoring.

- Output 1.1: Definition of the Terms of Reference of the 'National Financing for Development Planning Unit' in the Ministry of Planning and External Cooperation.
- Output 1.2: Detailing of the coordination and collaboration TORs for the participation and contribution by concerned Ministries (and the organizations and entities under their purview) with a responsibility in a financing-related area to the effective performance of the National Financing for Development Planning Unit in the MPCE.
- Output 1.3: Establishment of the national Planning Unit, and provision of appropriate or required planning and information tools, systems and resources for an effective undertaking of the tasks and activities.

Outcome 4: A comprehensive and intense national consultation process to inform the SDG Strategy and Action Plan updating or revision, and, as a result, a strengthened and shared national vision and cohesion on development goals and on resource allocation prioritization.

- Output 1.1: A Knowledge, Concerns and Expectations Survey undertaken at the start of the project, to feed into the strategy formulation process an up-to-date assessment of how people perceive priorities as well as effectiveness of previous action.
- Output 1.2: Strengthening of the capacity of Civil Society Organizations to serve as the bridge between the project and Haitians at large, to ensure that there is a continuous inventory of people's views with respect to the main project conclusions and recommendations.
- Output 1.3: Citizen feedback at regular intervals.

2.4 Budget and value for money

If the project can fully achieve its intended outcomes: (a) national ownership (also through the civil society facilitated broad-based people's consultations) for strategy, action plan and reforms initiated or flagged under the project; (b) a comprehensive, ambitious and well-informed financing plan and fully aligned with SDG strategy, goals and targets; (c) an updated SDG Strategy which fully takes into account realistic finance mobilization scenarios; and (d) a capacity institutionalized to efficiently deliver the agreed SDG – including its financing - strategy and achieve the defined goals, then a very valuable contribution will have been made to the 2030 SDG Agenda, and with a relatively limited budget project investment.

Its direct and short-term value-for-money will be the above outcomes, i.e. its contribution to the achievement of the crucial Goal 17 and its targets.

Its medium-term contribution will however be, through the updated SDG strategy and action plan (and the implementation of the required policy reforms considered essential for accelerated SDG achievement) as well as an ambitious and efficiently-implemented financing plan, a higher rate of achievement against Goals 1 to 16 than compared to the pre-project strategy and action plans.

The project, in designing a financing strategy and including therein the potential value-added of until then less-known or non-tapped financing instruments or options, will also inform the formulation of the parallel 'Component 2' project concept under the SDG Financing Call for Proposals by the 'One UN Fund', by focusing also on newer or less-developed financing streams and piloting these in a for Haiti innovative way.

The integrated nature of this project will require – and effectively mobilize – the contribution of all UN Agencies in Haiti, as well as of some of the non-resident Agencies. As the Agency co-leading within the UN and at the global level, through the central Financing for Development Task Force, the global strategy, advocacy and innovation on the financing subject, UNCTAD will play a key role with UNDP in co-leading and co-steering the project. UN Technical Agencies will inform the project through their in-depth sectoral and sector spending analysis accumulated over the many years, and their participation in the regular monitoring and steering of the project as an UNCT, and under the UNRC Chair. In such event, Agencies such as PAHO/WHO (health); IOM (migration and displacement) and UN-Women (gender equality and women's rights) would be consulted for their specialized expertise.

Other international partners will be associated in the regular monitoring of the project and the collective drawing of important lessons which could then also feed into the respective Haiti partnership strategies and programmes of those partners, in that case possibly also increasingly aligned to the national SDG strategy (and financing plan). It is thus not excluded that the better-prioritized and more ambitious SDG strategies and actions plans, and in particular the commitment to implement the required reforms identified therein, could lead to a strengthened partnership – and increased financial contributions to the national strategy – of these partners with Haiti, as such providing a major return on the investment made under this project.

The institutionalization of capacities to continue the project beyond its twenty-four month project duration will ensure that financial mobilization, and its strategic alignment, will continue well beyond the project duration, and thus create the conditions for the continued and successful implementation of the defined medium- and long-term SDG, development and financing strategies.

The 'people consultation' processes of the project are of particular importance and value. In a crisis environment, they will contribute to a strengthened level of buy-in through this stronger democratic involvement in choice and decision-making in matters of utmost importance. It is expected that this appreciation of dialogue and consultation will also spill-over into other aspects of crisis and dispute resolution. It is this particular project 'democratic consultation' pillar that draw on the additional 300,000\$ project contribution which UNDP will bring in.

One (very) senior advisor will be mobilized under the project not only to support project implementation, but also to strengthen the UN Team's capacity to remain on top of

the knowledge on financing issues and possible responses, because of the key importance of this toward the achievement of SDG goals. Regular debates will be as such facilitated by her/him in the UN Team (jointly with UNCTAD technical advisors when on mission to Haiti or through video-conferencing), and Agencies will be directly associated in the regular monitoring of the project and the discussion of progress reports by the co-leads. Of particular importance is also the accumulated knowledge related to specific MDG and SDG Goals on which individual agencies have focused over the years in their respective mandated programs, and which will be of enormous value in informing this project in its strategy design and action planning.

Tools and methodologies will be developed (and institutionalized for continued application post-project) to facilitate the objective appraisal of project and action proposals with respect to their contribution to SDG strategy; to individual and prioritized goals; to prioritized beneficiaries (including, but not limited, in relation to gender-sensitive programming; to poverty and inequality reduction; to positive discrimination targets; etc.).

Finally, and through the project's interaction with the financial sector, initiatives will be identified that would enhance – as an important poverty reduction and livelihood creation tool – individual citizens' access to finance and finance instruments, and an analysis made of what would be required to fast-track the availability of such finance and tools on a larger scale. The important contribution of such initiative, if efficiently implemented, to SDG Goals achievement will be analyzed and documented, and private sector partners encouraged to bank-roll the required investment.

2.5 Partnerships and stakeholder engagement

Responsibility for project leadership and coordination will be fully assumed by the Ministry of Planning and External Cooperation (MPCE), as the lead Ministry in charge of formulating – and implementing – the national SDG strategy in which the financing strategy and the strategic alignment of financing to SDG Goals and Targets needs to be fully integrated.

It is one of the key objectives of this project not only to contribute to this strategic objective, but also and to institutionalize capacity to continue this effort and focus beyond the project.

The MEPC will add the financing subject to its overall coordination agenda and associate directly and intensively therein the different Ministries in charge for a particular funding stream in the national SDG financing strategy. Those Ministries will also be able to draw on the support of the project in formulating their respective resource mobilization strategies with respect to the revenue streams (or expenditure reviews) they have the responsibility for.

The two lead agencies for this project (UNDP and UNCTAD) will also be associated with this regular coordination, to ensure that national conclusions and directions impacting on project objectives, outputs and actions are fully taken into account in project planning.

As the activities related to the development of the financing strategy (and the broader review of 'drivers and spoilers' in previous strategies' implementation) may lead to the necessity of revising components in the SDG strategy, action plan or targets or in the reform agenda associated with the current SDG strategy, all national institutions falling under the coordination responsibility of MPCE with respect the broader National SDG Strategy will be associated with this revision or updating process, through the existing planning and

coordination processes followed for every planning and external cooperation design and approval process.

MPCE will associate UN Agencies in this coordination and this for both the financing strategy and for the broader SDG strategy aspects, as and where required.

In addition to this Government and/or UN internal coordination, the project will establish a platform in which civil society representatives and private sector representatives can regularly be appraised on progress in the design and implementation of financing strategy formulation and strategy revision, so that their inputs into the process and strategy not only can be better taken into consideration, but also to ensure the strategy formulation effectively incorporates valuable suggestions and recommendations from these partners.

UNDP, as the resident agency among the two project co-leads and thus in regular consultation with MPCE (and other concerned Ministries) with respect to this project, will take charge of the comprehensive citizen information mechanism and process, possibly drawing therefor also on the technical expertise of partner Agencies who, because of their outreach and field presence, could provide a particular value-added therein. Modern technological tools will be applied to ensure the broadest and highest outreach, with civil society being empowered to perform the bridge function to citizens at large. The process should facilitate an active and broad-based discussion; provide feedback to citizens and informing them how their suggestions have been taken into account; and thereby contribute to building strong national cohesion with respect to the strategy orientation being pursued under this project.

UNDP will at regular intervals provide updates to the donor community, with the aim of informing them of the progress in strategy formulation and/or strategy updating, and thereby help building a momentum towards a possibly expanded donor/ODA contribution to the SDG strategy within the framework of the multi-scenario financing plan. Whenever possible, these updates and exchanges will be undertaken jointly with MPCE, and the existing 'PTF' international partners coordination forum will best serve this purpose.

The project progress will be an agenda item in the UNCT meetings on a quarterly basis, in which one or both of the project co-leads will provide an overview of the project implementation and provide an overview of the technical inputs required from individual agencies in relation to their respective and relevant expertise and programs portfolios related to SDG Goals, sectors or themes for which these agencies have a mandate, or have programmatic expertise in.

Although their partnership will be particularly pursued in the context of Component 2 of the Call for Proposals, UNDP will regularly appraise the financial institutions present in Haiti (World Bank, International Monetary Fund, Inter-American Development Bank and Caribbean Development Bank) on the progress of the project and the direction it is taking. Suggestions and recommendations by these partners will be fed back into the project implementation and the regular MPCE coordination. UNDP will also use the opportunity of these regular exchange with the MDBs and the IFIs to discuss specific partnership arrangements under Component 2 and which is about piloting, demonstrating, expanding and – after the project – sustaining innovative resource mobilization mechanisms, tools and facilities.

The EU (the main financier, with Norway and Switzerland, of the UN One Fund pool) will be regularly appraised of progress and, when possible, invited to join in the coordination meetings. This not only because of EU's policy priority of aligning its own program to the national SDG strategy priorities, but also because of its capacity to advocate for the same

among its member countries who represent a very large share of ODA and financing innovation.

Finally, as two of the five lead agencies in the SDG Financing Task Force, both UNDP and UNCTAD will mobilize the support to the project of their substantial in-house capacities in this area and which have been built up over the years in response to the growing priority of the 'financing for development' subject and in response to growing country demand for support and knowledge sharing, in particular with respect to innovation in the resource mobilization arena. As an example, as of 2020 UNDP has created in its Geneva office a globally accessible resident advisory capacity on "Financing for SDGs in Fragile Countries" and which resource will be fully drawn on for the implementation of this project.

3. Programme implementation

3.1 Governance and implementation arrangements

Several considerations and principles will guide the governance aspects of the project and the implementation strategy resulting from those:

- National ownership:

Success of the project depends on the full internalization of the issues to be addressed; of the solutions being identified; and of the implementation of the resulting action path required.

That ownership objective has been pursued already from the project design phase, and is fully apparent through the large participation, under MPCE coordination, of different national Ministries and structures in the initial debates and brainstorming on the project. That will be further consolidated during the Project Inception phase and Inception Plan writing, which will rely on the active participation of key national stakeholders in setting the direction of the project and in defining its priority activities.

- National coordination:

The Ministry of Planning and External Cooperation has from the start of the project design phase fully demonstrated, not only its fullest commitment to the project objectives in relation to the financing importance and challenge and its impact on overall planning priorities, but also to make this initiative an effectively coordinated national effort, drawing on all concerned Ministries and national entities with a mandate or expertise in one of the key project areas.

This 'whole-of-government' coordination, under MEPC leadership, will be further expanded to other partners, as the Inception Report is formulated and this in function of the requirements for additional contributions and inputs.

- Project Steering committee :

At project start, the steering committee will be set up. It will be composed by the National Coordinating Ministry (MPCE), the key Ministries involved, UNDP (and UNCTAD, when present in-country) and the Resident Coordinator's Office (RCO). The Project Steering Committee will be co-chaired by MPCE and UN Resident

Coordinator. The RCO and UNDP will provide technical support to the steering committee.

Following the completion of the Inception Report and project initiation, the composition of the Steering Committee will be gradually expanded in line with the increasing comprehensiveness of analysis and the increasing complexity of strategy formulation.

This will be particularly the case for MDB and IFI partners. Other stakeholders (international donor partners; private sector and financial sector representatives; etc.) will also be invited to participate in Steering Committee Meetings, in relation to subjects of particular importance or interest to these groups being placed on the Steering Committee agenda, while their more regular participation in the project will be at the National Coordination level (see above).

- Integration of project outputs in the larger national strategy formulation process(es):

Full awareness of the integration imperative drives the project, the national ownership and the national coordination. This relates to both the need to consider the financing strategy as an essential dimension of the national SDG strategy, as well as the recognition that the finalization of the financing strategy – and the alternative scenarios therein followed – will inform the degree of requirement to adjust ‘up or down’ the goals and targets in the National SDG and broader development strategy.

- Mobilization of the participation of key national structures within that coordination framework:

The requirement for a very broad ‘whole of government’ approach to ensure the formulation and implementation of an ambitious and effective financing strategy is fully realized. Starting from the nucleus of key ministries during the project design phase, expanded participation will be gradually initiated to be able to address the growing complexity of the project and the need for additional participation in the design and implementation of strategy and action plan(s).

- Regular interaction with non-governmental stakeholders to ensure consensus-building and win-win solutions:

As outlined under the Project Strategy, an important contribution and participation of the private (business and financial) sector and of Civil Society is essential. Regular interaction with these groups of stakeholders is thus also key to project success and will be ensured at regular intervals and this also under MPCE coordination. Private sector representatives were already during the project design phase consulted (in partnership with the Ministry of Industry and Commerce Centre for Investment Facilitation, functioning as a one-stop shop for business) and such exchange will continue and intensify during project implementation. With respect to Civil Society and in view of its important bridging role to citizens, the project will provide capacity support to this constituency so that the outreach, information and feedback solicitation to the citizens at large is effectively implemented. (This capacity support function will draw on a specifically allocated budget component, provided as a UNDP contribution to the project)

- Broad UN Agency participation and contribution, under the RC coordination and within the 'One UN' agenda:

The success of this project depends to a large extent on the degree of association of all UN Agencies, and the successful contribution of accumulated financing- and expenditure related knowledge and expertise agencies can bring into the project. Regular interaction on the project will thus, for this 'One UN' purpose, be organized within the UNCT framework and under RC coordination.

While the project budget is too small (notwithstanding UNDP's additional financial input) to accommodate a large number of implementing partners, a budgetary allowance is made to facilitate the organization of regular thematic debates among concerned UN agencies, and in which agencies will be encouraged to facilitate the participation of as many as possible of their concerned staff so that the 'Working as One UN' concept across the entire UN presence in the country is seen as effectively being applied under this project.

When, in the course of project implementation or the above UN-wide debates, the need emerges for additional technical, specialized inputs, Agencies concerned will be invited to mobilize such additional requirements, as their contribution to the project and within the same 'One UN' agenda. Specialized Agencies would be solicited if the event that specific sectoral expertise is required; for example, with respect to health (PAHO/WHO); migration (IOM); gender equality and women's rights (UN-Women).

- Technical leadership, within the UN, by the two agencies – members of the International Financing-for-Development Task Force - and mobilization of their HQ technical resources in support of the project:

The project requires the mobilization of the best possible technical expertise and the best possible access to international best practice in relation to financing issues, solutions and innovations. UNDP and UNCTAD, two of five members of the UN International Task Force, will therefor co-lead the project; make the required bridges to the three other task Force members (WTO; IMF, WB and CDB) and facilitate the full mobilization and participation of resident UN Agencies. The co-leads will also, under the project budget, ensure the establishment of an in-country technical project management resource, working under the joint coordination and leadership of the UNDP Representative (consulting therefor with UNCTAD) and of the Resident Coordinator.

- Regular outreach to MDBs and IFIs to ensure effective follow-up to the financing strategy in terms of resource mobilization and innovation in finance mobilization:

The RC and the Lead Agencies (through UNDP) will regularly appraise these partners (also members of the International Task Force) with respect to project implementation and strategy formulation, to ensure that their observations and suggestions feed into the project process but also to start building up the project follow-up in terms of actual mobilization of financing in support of SDGs.

- Drawing on the 'Good Offices' function of the BINUH leadership:

The Security Council, when establishing the BINUH mission, entrusted the UN Country Team with the programmatic support in the six ISF Benchmark areas, but stressed the unique value-added the Mission could provide to these programmes through the 'Good Offices' contribution of the SRSG and DSRSG.

This is a valuable programmatic asset that will be called upon whenever the success of the SDG strategy (and the financing plan) requires this high-level advocacy to obtain endorsement and the implementation of recommended reforms.

- Institutionalization of a sustained national capacity for financial planning and resource mobilization, fully aligned with SDG strategy and priorities:

While the direct, short-term outcomes of the project are important for addressing the financing challenges related to the SDG Agenda, sustaining those in the long-term is as important.

Institutionalizing these capacities will thus be one of the priorities for the project. It will apply particularly to MPCE's planning, coordination and monitoring capacity, but also extend to capacities to be sustained in other key ministries and institutions as well as in terms of maintaining a regular process of civil society and private sector participation in (SDG and/or financing) strategy updating and effectiveness review(s).

- Last but not least, the underpinning of all project activities by a systematic process of citizen consultation.

As indicated above, this represents a key dimension in the project, not only to ensure a solid consensus with respect to strategy and action plan formulation and with respect to priority setting, but also as this is of particular importance in the recurrent crisis context in Haiti where processes capable of generating dialogue, consensus, cohesion and a shared national vision have a particularly important conflict resolution contribution potential.

For that reason, a dedicated project budget (provided by UNDP as project cost-sharing) will support this important participation aspect of the project, and it is planned to aim also for the institutionalization of these participation and consultation processes, under MPCE leadership and coordination, beyond the project.

3.2 Monitoring, reporting, and evaluation

The two Co-Lead Agencies will ensure that efficient monitoring provides, at regular intervals, relevant information so as to be able to take stock of progress against objectives and targets, and to identify areas where corrective action may be required.

This will be particularly the case with respect to the following review processes:

- The National Coordination, led by MPCE, so as to provide this forum with up-to-date progress information, and focusing on identifying action required from project partners;

- The Civil Society Consultation, so as to be able to flag key issues emerging from these consultations, and of the follow-up provided;
- The UN Country Team Project Steering (under the RC Coordination), providing, at the occasion of its quarterly meetings, an update on policy and reform issues brought up in this forum, as well as on the action/contribution towards project goals from each agency agreed in this forum;
- The Mission Leadership Support, with respect to responses forthcoming on issues brought up with national decision-makers as part of the 'Good Offices' advocacy and action being undertaken with respect to project goals and targets.

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 Program Page | 26⁴; and
- *Final consolidated narrative report*, after the completion of the joint program, to be provided no later than two (2) months after the operational closure of the activities of the joint 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

⁴ This will be the basis for release of funding for the second year of implementation.

supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

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

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

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

After completion of a joint programme, a final, *independent and gender-responsive*⁵ *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 the 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

⁵ [How to manage a gender responsive evaluation. Evaluation handbook](#), UN Women, 2015

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.

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, international partners, 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:	Standard Basic Agreement between the Government of Haiti and UNDP
Agreement date:	1973

Agency Name:	UNCTAD (non-resident UN Agency) Paul Akiwumi Director LDCs and Special Programmes Geneva
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D. ANNEXES OF THE JOINT PROGRAMME TEMPLATE

Annex 1. List of related initiatives

The integration of SDG Goals is now a priority in most programming by all international partners in Haiti, be it in the area of inclusive development, sustainable growth, 'good' governance or resilience building. All OECD member countries have placed SDG achievement at the top of the strategic objectives of their ODA programming, including in Haiti.

Some international partners (in particular the Multilateral and Regional Development Banks) have been active for many years in areas of development financing (such as export promotion; banking and financial sector support; customs modernization; anti-corruption) or in ODA management and coordination capacity strengthening.

Multilateral Banks and UN Agencies have undertaken in-depth analysis of key sectoral issues in areas related to SDG Goals, specifically in relation to aspects of public budget management; of sector funding; and of expenditure effectiveness enhancement.

Rather than trying to present below, and in view of the above, the long-list of these programmes, the strategy of this project is to ensure regular project debates in the framework of the UNCT meetings, under the RC Chair, and of donor dialogues, in the framework of the 'Partenaires Techniques et Financiers' forum, for the purpose of identifying, jointly with Banks, Donors and Agencies, the most relevant analysis, conclusions and recommendations arrived at in their respective programmes and in relation to the SDG and financing strategy formulation (and/or revision) this project will help undertake, and to mobilize those Banks, Donors and Agencies to support the inclusion of these programme results in the project activities and outputs.

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)

Annex 2. Results Framework

2.1. Targets for Joint SDG Fund Results Framework

Joint SDG Fund Outcome 2: Additional financing leveraged to accelerate SDG achievement

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope ⁶		1:2
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale ⁷		1:3

Note: Additional funds leveraging (in scale and scope), as a result of the comprehensive financing strategy and of funding stream specific action plans developed under the project, is expected to occur mainly after -or at the project end, i.e. from 2022 onwards.

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

Indicators	Targets	
	2020	2021
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)		1
4.2: #of integrated financing strategies that have been implemented with partners in lead ⁸		1
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational		4

Joint SDG Fund Operational

Performance Indicators:

- 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)
- 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

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 1: A comprehensive SDG Financing Strategy formulated, and action plans designed and moved towards implementation in each of the selected priority financing areas					
Financing Strategy formulated	No strategy currently existing	In progress	Comprehensive financing strategy formulated	Strategy document	National coordinating Ministry; concerned Ministries and UN Co-leads
Action plans on individual funding streams	No, or only partially, existing today	In progress	Actions plans formulated	Strategy document (and individual action plans)	Concerned Ministries, UN co-leads
Output 1.1: An assessment of the financing architecture and of all potential sources of finance mobilization (ranging from 'revenue' over 'leakage prevention' to 'expenditure management efficiency improvement')					
In-depth analysis and synthesis of opportunities and challenges	Not yet done	In progress	Completed	Financing Architecture and Options analysis	National Coordinating Ministry, jointly with other Ministries
Summary of findings and conclusions of recent Public Expenditure Reviews prepared	Only isolated reports currently available	In progress	Completed	Summary Report	National Coordinating Ministry, jointly with other Ministries

Output 1.2: A review and analysis of the strengths and weakness of each potential financing source with respect to its possible alignment to SDG priorities.					
Analysis undertaken	No synthesis currently available or undertaken	In progress	Analysis completed	Analytical Report	National Coordinating Ministry, jointly with other Ministries
Analysis debated and conclusions and recommendations with respect to financing strategy formulated	Not facilitated yet	Debate organized and conclusions reached	Conclusions integrated in financing strategy formulation	Report of conclusions, recommendations and discussions	National Coordinating Ministry, jointly with other Ministries and UNCT
Output 1.3: Formulation of a Financing Options synthesis, and of a minimum, average and maximum scenario					
Definition of scenario assumptions	Not undertaken yet	Completed	Assumptions analysis report	Report	Coordinating Ministry; concerned Ministries; UN Co-leads
Formulation of scenarios, each specifying every individual funding stream	Not undertaken yet	Scenarios formulated	Scenario definition report	Report	Coordinating Ministry; concerned Ministries; UN Co-leads
Overall financing strategy formulated (with three scenarios)	Not undertaken yet	Financing strategy formulated	Financing strategy	Strategy	Coordinating Ministry; UN Co-leads

Output 1.4: Design of Action Plans, and assignment of lead department responsibility, for each of these revenue streams.					
Action Plans formulated related to each individual revenue stream	Currently only existing for some financing streams, and without an overall strategic framework	In progress	Action Plans formulated	Action plans	Concerned Ministries, MPCE coordination: UN co-leads
Action Plan in support of overall financing strategy formulated	No action plan formulated yet	In progress	Ready for activation and implementation	Action Plan	National Coordinating Ministry; concerned Ministries; UN Co-leads
Output 1.5: Definition of processes, mechanisms and responsibilities for the regular monitoring, updating and – when/where required – decision-making of corrective or reform actions required to ensure the highest possible achievement of defined finance mobilization targets.					
Comprehensive M&E Plan	Not existing yet	Finalized	M&E Plan being implemented	M&E Plan Coordination meetings M&E Reports	National Coordinating Ministry, other Ministries; UN Co-leads; (D)SRSG 'Good Offices'
Output 1.6: Implementation of Financing Mobilization strategies and action plans initiated					
Results of Financing Strategy and Action Plans becoming apparent	No plans formulated yet	Action Plans still under formulation	Initial steps taken for funds mobilization (e.g. ODA discussion with international partners)	Progress Report(s)	National Coordinating Ministry; Co-leads; (D)SRSG 'Good Offices'

Output 1.7: A revised 'Partnership Framework' negotiated with Donor Partners on the basis of the revised SDG Strategy; the national-owned reform agenda; and the ODA financing targets proposed in the National Financing Plan.					
ODA discussions initiated, in reference to the 'new' financing strategy, SDG strategy and reform agenda	Not happening yet	Not happening yet (as plans are being formulated)	Dialogue initiated	Meeting report(s)	Co-leads (D)SRSG (Good Offices)
Impact on ODA mobilization starts to occur	Not happening yet	Being prepared	Dialogue initiated and first results obtained	Meeting reports Bilateral ODA negotiations starting	National coordinating Ministry Co-lead (D) SRSG (Good Offices)

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 2: Considering identified financing ambitions and possibilities (see Outcome 1), the existing SDG Strategy and Action Plan revisited to ensure effective alignment between SDG Goals and Targets and the opportunities of financing identified (under three scenarios)					
Updated SDG Strategy	Current SDG Strategy	In progress	Updated Strategy (taking into account financing strategy)	Strategy document	National Coordinating Ministry; in collaboration with all concerned Ministries and UNCT
In-depth review of previous MDG/SDG strategy implementation challenges	Multiple, scattered and often non-coordinated partial assessments	In progress	Stock-taking completed	Report and Report Minutes of subsequent debates	National Coordinating Ministry, in partnership with all concerned
Output 2.1: A baseline assessment of the current status with respect to SDG achievement					
Update on SDG achievements	So far, data mainly available in relation to earlier MDGs	In progress	Update completed	Update Snapshot	National Coordinating Ministries Other Ministries UNCT
Analysis of main implementation issues and challenges	Scattered in multiple progress and evaluation reports	In progress	Analysis completed	Analysis Report	National Coordinating Ministry Other Ministries UNCT

Output 2.2: Definition of revised and, where required, reprioritized SDG Targets (equally on the basis of three financing scenarios)					
Appraisal and prioritization criteria defined	Existing, but updating required in view of changing context and baseline	In progress	Criteria finalized	Criteria Report	National Coordinating Ministry, jointly with other Ministries and UN co-leads
Prioritization of SDG targets	Existing, but possibly to be revised	In progress	Prioritization (sectors; goals, regions; target population) completed	Prioritization Report	National Coordinating Ministry, jointly with other Ministries
Output 2.3: Explicit inclusion of the 'No One Behind. And those Furthest Behind, First' consideration in action and resource allocation prioritization.					
Definition of priority target population, taking into account crisis impact	Not applicable	In progress	Needs assessment and prioritization completed	Priorities Report	National Coordinating Ministry Other Ministries UNCT

Output 2.4: Ensure a strong(er) balancing of 'Basic Needs and Individual Capacity Building' Goals and 'Economic Growth, Jobs, Incomes and Domestic Resource Mobilization Capacity' in the SDG Strategy Target Prioritization and Action Plan					
Recommendations reached on the balancing of the two complementary sets of SDG Goals	Not applicable	In progress	Guidance Note prepared	Guidance Note	National Coordinating Ministry Concerned Ministries
Output 2.5: Approximate costing of SDG Action Plan, with cost specification – to the extent possible – of individual Goals and Targets.					
Review of SDG/sector gaps	Some past studies available	In progress	Gap Analysis (comprehensively disaggregated)	Gap Estimate Report	National Coordinating Ministries Other Ministries UNCT
Estimation of costs of meeting shortfall(s)	Not available	In progress	Cost estimate (and possibly spending sequencing) completed	Cost Estimate Report	National Coordinating Ministries Other Ministries UNCT

Output 2.6: To the extent possible, align identified financing options and targets with specific Strategy goals, targets and action plans					
Assessment of SDG contributing potential of each financing stream	Not done yet	In progress	Completed	Financing Sources and Options report	National Coordinating Ministry Concerned Ministries UNCT Co-leads
Alignment of individual financing streams in the SDG strategy and action plan	Not done yet	In progress	Completed	Funding allocation recommendations for possible integration in strategy	National Coordinating Ministry Co-leads
Output 2.7: Synthesis of key reforms – newly identified or previously identified but not yet implemented – required for the full realization and achievement of the SDGs.					
Updated Reform Priorities assessment	Multiple, scattered and often non-implemented reform proposals	In progress	Reform recommendations formulated	Strategy document, or related Reform Proposals Note	National Coordinating Ministry Co-leads UNCT (D)SRSG 'Good Offices'

Output 2.8: Finalize the SDG Strategy and Action Plan, providing scope for adjustments (within the minimum, average and maximum scenarios referred to above) in function of actual financing mobilization results obtained.					
Comprehensive and prioritized SDG strategy, including a financing strategy and a financing allocation plan	Not currently existing	In progress	Formulated	SDG Strategy	National Coordinating Ministries Other Ministries Co-leads UNCT
Inclusion of three scenarios and the corresponding allocation and action paths	Not currently considered	In progress	Assessed and defined	SDG achievement scenarios	National Coordinating Ministries Other Ministries Co-leads UNCT

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 3: Institutionalization of a national capacity to continue to assume national leadership and initiative in financial planning and resource mobilization strategy formulation, implementation and monitoring.					
Fully performing Financing Planning Unit	Not existing yet	In progress	Unit established and operational	Organigram. Progress Reports	National Coordinating Ministry Co-leads
Fully performing capacity in Ministries to sustain effective planning of individual financing streams	Partially existing, but without the benefit of an overall, coordinating strategy	In progress	Capacities institutionalized and performing	Progress Reports Organigram	National Coordinating Ministry Co-leads Concerned Ministries
Output 3.1: Definition of the Terms of Reference of the 'National Financing for Development Planning Unit' in the Ministry of Planning and External Cooperation.					
TORs finalized	Not available	In progress	TOR formulated	TORs	National Coordinating Ministry Co-leads

Output 3.2: Formulation of the scope of participation and contribution of national governmental and non-governmental, public and private partners in a national Financing for Development consultation and steering platform.

Coordination and Planning input requirements and contributions defined	Not available	In progress	Networking and collaboration arrangements for strategy updating defined	Collaboration and coordination Guidance Note	National Coordinating Ministry, with concerned Ministries Co-leads
Capacity established, within National Planning Unit, to effectively deliver on input coordination arrangements	Not existing	In progress	Capacity in place, including the provision of necessary management tools	Capacity demonstrated in Progress Reports	National Coordinating Ministry Concerned Ministries Co-leads

Output 3.3: Establishment of the national unit and platform, and provision of appropriate planning and information tools and resources for an effective undertaking of the planning and coordination tasks

Fully operational National Planning (and Coordination) Unit, for the continuous updating of strategies and the mobilization of required inputs from all concerned	Not existing	In progress	Fully and comprehensively operating National Financing Planning Unit	Regular strategy updates or reviews	National Coordinating Ministry Concerned Ministries Co-leads
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Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 4: A comprehensive and country-wide national consultation process to inform the SDG Strategy and Action Plan and the Financing Strategy updating or revision, and, as a result, a strengthened and shared national vision and cohesion on development goals and on resource allocation prioritization.					
A consultation action plan included in the Inception Report	Some consultation (such as through the process 'Localizing MDGs/SDGs') have taken place in the past	In progress	Continued	CSO Reports Project Updates	National Coordinating Ministry Co-leads CSOs

Capacity support needs to help CSOs serve as 'the bridge' between communities and the strategy formulation process identified and support provided	Some support to individual CSOs provided in the past	In progress	Continued	CSO Reports	National Coordinating Ministry Co-leads CSOs
Output 4.1: A Knowledge, Concerns and Expectations Survey at the start of the project (and further updates during project implementation), so as to feed into the strategy formulation process an up-to-date assessment of how people perceive priorities as well as effectiveness of previous action					
Perception Survey ('Public Pulse') undertaken at project start	No recent survey of people's concerns, expectations and recommendations available	Survey completed, based on a representative sample		Survey Report	National Coordinating Ministry Co-leads CSO
In-depth review and discussion of survey results, and their significance for strategy formulation	N/A	Review undertaken and debate held	Possible Perception Survey update	Meeting Minutes	National Coordinating Ministry Co-leads CSOs UNCT
Output 4.2: Strengthening of the capacity of Civil Society Organizations to serve as the bridge between the project and Haitians at large, to ensure that there is a continuous inventory of people's views with respect to the main project conclusions and recommendations.					
Increased consultations and dialogues on strategies organized by CSOs	Sporadically happening now, based on existing development (rather than SDG) strategies	Systematically taking place	Continuing at regular intervals	CSO Reports	National Coordinating Ministry Co-leads CSOs

CSOs ensuring regular information of their audiences with respect to priorities being considered in the strategy or strategies being prepared	CSOs insufficiently bridging with decision-makers and reporting back to their audiences	Systematically taking place	Continuing at regular intervals	CSO Reports	National Coordinating Ministry Co-leads CSOs UNCT
Output 4.3: Citizen feedback at regular intervals					
Process of updating people's comments and suggestions takes stock at regular intervals	Rarely happening so far	In progress	Being systematically continued	Coordination Meeting reports	National Coordinating Ministry Co-leads CSOs
Coordination process for strategy formulation gradually expands participation of CSO representatives	N/A	In progress	In progress	Coordination Meeting Reports	National Coordinating Ministry UNCT Co-leads (D)SRSG 'Good Offices'

Annex 3. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrates gender analysis	3	The UNDAF (based on the CCA) and which guides all programme development within the UNCT has gender equality as one of its five thematic priorities. The just completed CCA Update thus has an updated overview of the gender equality challenges as one of the five main subjects covered in the update. The same priority to gender also included in the just-completed, Security Council-requested Integrated Strategic Framework for Haiti 2020-2021, and which also flags the 'financing for development' priority issue. The project goals are also set in reference to the (current) national SDG Strategy, which contains a comprehensive gender analysis and includes the gender equality goal among the prioritized national SDG Goals.	Common Country Analysis; UNDAF; national SDG Strategy; Integrated Strategic Framework
1.2	Gender Equality mainstreamed in proposed outputs	3	The project objective is not only about designing a financing strategy for SDG achievement, but also to make sure that all financing mobilized is fully aligned to SDG Goals, with the gender equality Goal being a priority goal in the national SDG strategy and ISF. Any revision required of the national SDG strategy, in function of financing scenarios and the degree of success in achieving financing targets, will maintain the gender equality Goal among the priority goals also in the revised SDG strategy, targets and action plans.	Current and possibly revised Haiti SDG Strategies, Action Plans and Financing Mobilization initiatives

1.3	Programme output indicators measure changes on gender equality	2	While this gender-disaggregated monitoring will be pursued, the national statistical capacities may not be up to the requirement for an in-depth or up-to-date disaggregation by gender. This gap will, to the extent possible, be addressed by aiming for quality information on the gender issue in the consultation processes the project will organize throughout the project (through UN-Women's leadership in the implementation of these consultations)	Project updates; meeting reports; monitoring and evaluation reports and information
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	3	UN-Women will be invited to provide inputs into the regular coordination of the project, drawing therein on its extensive data collection and its leadership in the consultation processes under this project. UN-Women will inform the project steering and coordination with respect to recent data gathering (and lessons learned) with respect to gender gathered from the implementation of its country programme portfolio, so that strategy formulation and revision can be guided by the most up-to-date data and analysis.	Minutes of coordination meetings. Guidance Notes prepared and provided by UN-Women.
2.2	PUNO collaborate and engages with women's/gender equality CSOs	2	The project includes regular and systematic interaction with civil society, in view of their crucial role of bridging the project with citizenry. Advocacy will be undertaken to ensure the gender dimension figures highly in that interaction and bridging.	Reports on civil society consultations; civil society reports on the consultations and dialogues organized by them.
3.1	Program proposes a gender-responsive budget	2	The project budget itself is not gender disaggregated. As the by far highest cost item in the budget is the Senior Project Manager, gender-sensitivity will be explicated in the Post's TOR and in the post skill, expertise and competency requirements.	CTA TORs
Total scoring		2		

Annex 4. Work plan and Budget

4.1. Budget per UNDG categories

UNDG BUDGET CATEGORIES	UNDP		UNCTAD		TOTAL	
	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	253,000	279,000	28,000		281,000	279,000
2. Supplies, Commodities, Materials					0	
3. Contractual services	273,000		120,500		393,500	
4. Travel					0	
5. Transfers and Grants to Counterparts	110,000				110,000	
6. General Operating and other Direct Costs	56,621				56,621	
Total Direct Costs	692,621		148,500		841,121	
8. Indirect Support Costs (Max. 7%)	48,484		10,395		58,879	
TOTAL Costs	741,105	279,000	158,895	-	900,000	279,000
1st year	291,105		158,895		450,000	140,000
2nd year	450,000		0		450,000	139,000

4.2. Budget per SDG Targets

SDG TARGETS		%	USD
1	Poverty	50	600,000
17	Partnerships	50	600,000
		0	
		0	
		0	
		0	
		0	
TOTAL			1,200,000

4.3. Workplan

OUTCOMES	EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY (UN)	PLANNED BUDGET	
			Y1	Y2	Y3	Y4		Funding Source	Budget Description
1. A comprehensive SDG Financing Strategy formulated, and action plans designed and moved towards implementation in each of the selected priority financing areas									
1	A consolidated review completed of the financing architecture and of all potential sources of finance mobilization	In-depth analysis and synthesis of opportunities and challenges	25,000				UNDP	UN Fund	Project Management
		Summary of findings and conclusions of recent Public Expenditure Reviews prepared	50,000				UNDP	UNDP	Project Management
	A concluding analysis of the strengths and weakness of each potential financing source with respect to its possible alignment to SDG priorities.	Analysis undertaken	12,000				UNCTAD	UN Fund	Consultancies
		Analysis debated and conclusions and recommendations with respect to financing strategy formulated	6,000				UNCTAD	UN Fund	Consultancies
	Report finalized focused on a Financing Options synthesis, and	Definition of scenario assumptions	12,000				UNDP	UNDP	Project Management
		Formulation of scenarios, each specifying every individual funding steam	12,000				UNDP	UNDP	Project Management

	of a minimum, average and maximum scenario	Overall financing strategy formulated (with three scenarios)	20,000	20,000			UNCTAD	UN Fund	Consultancies
	Action Plans finalized for each of these revenue streams, and lead department responsibilities defined and assigned	Action Plans formulated related to each individual revenue stream		10,000			UNCTAD	UN Fund	Consultancies
		Action Plan in support of overall financing strategy formulated		12,000			UNCTAD	UN Fund	Consultancies
	Processes, mechanisms and responsibilities for the regular monitoring, updating and – when/where required – reform actions required, defined and agreed	Comprehensive M&E Plan		5,000			UNDP	UN Fund	Project Management
	Implementation initiated of Financing Mobilization strategies and action plans	Results of Financing Strategy and Action Plans becoming apparent	PM	PM				PM	PM

	A revised 'Partnership Framework' negotiated with Donors	ODA discussions initiated, in reference to 'new' financing strategy, SDG strategy and reform agenda		25,000			UNDP	UNDP	UNCT Technical Inputs
		Impact on ODA mobilization starts to occur		N/A				N/A	N/A
		Sub-Total for Output 1	137 000	72 000					
Outcome 2: Considering identified financing ambitions and possibilities (see Outcome 1), the existing SDG Strategy and Action Plan revisited to ensure effective alignment between SDG Goals and Targets and the (ambitious though realistic) opportunities of financing identified.									
2	A baseline assessment completed of the current status with respect to SDG achievement	Update on SDG achievements	24,000				UNDP	UN Fund	UNCT Technical Inputs
		Analysis of main implementation issues and challenges	12,000				UNDP	UN Fund	UNCT Technical Inputs
	Following the assessment of the current strategy implementation and achievement status, new - realistic but	Appraisal and prioritization criteria defined	24,000				UNDP	UN Fund	UNCT Technical Inputs
		Prioritization of SDG targets	12,000				UNDP	UN Fund	UNCT Technical Inputs

	ambitious – targets set, and national SDG strategy updated/revised with reprioritized SDG Targets								
	Demonstrated inclusion of the 'No One Behind. And those Furthest Behind, First' consideration and objective in action plans and in resource allocation prioritization	Definition of priority target population, taking into account crisis impact	20,000				UNDP	UN Fund	UNCT Technical Inputs
	Strong(er) balancing of 'Basic Needs and Individual Building' Goals and 'Economic Growth, Jobs, Incomes and Domestic Resource Mobilization Capacity' achieved in the SDG Strategy and Action Plan	Recommendations reached on the balancing of the two complementary sets of SDG Goals	10,000				UNCTAD	UN Fund	Consultancies

	Approximate costing of Action Plan, with cost specification – to the extent possible – of Goals and Targets	Review of SDG/sector gaps		36,000			UNDP	UN Fund	UNCT Technical Inputs
		Estimation of costs of meeting shortfall(s)		40,000			UNDP	UN Fund	UNCT Technical Inputs
	Identified financing options and targets clearly aligned with specific Strategy targets and action plans	Assessment of SDG contributing potential of each financing stream		18,000			UNDP	UN Fund	Project Management
		Alignment of individual financing streams in the SDG strategy and action plan		12,000			UNDP	UN Fund	Project Management
	Synthesis prepared of key reforms required for the full realization and achievement of the SDGs, as per the updated national SDG strategy	Updated Reform Priorities assessment	25,000	25,000			UNDP	UN Fund	UNCT Technical Inputs Project Management
	Updating of the national SDG Strategy and Action Plan finalized, and providing scope for regular	Comprehensive and efficiently prioritized SDG strategy, including a comprehensive financing strategy and a financing allocation plan		250,000			UNDP	UN Fund	Project Management Consultancies UNCT Technical Inputs

	adjustments in function of actual financing mobilization results obtained, as per Finance Mobilization Action Plans	Inclusion of three scenarios and the corresponding allocation and action paths		45,000			UNDP	UN Fund	Project Management
		Sub-Total for Output 2	127 000	426 000					
Outcome 3: Institutionalization of a national capacity to continue to take leadership and initiative in financial planning and resource mobilization strategy formulation, implementation and monitoring.									
	TOR of the 'National Financing for Development Planning Unit finalized	TORs finalized		12,000			UNDP	UN Fund	Project Management
3	Scope and modalities defined for/of participation of partners in a national Financing for Development consultation and steering platform.	Coordination and Planning input requirements and contributions defined		12,000			UNDP	UN Fund	Project Management
		Capacity established, within National Planning Unit, to effectively support and deliver on		35,000 25,000			UNCTAD UNDP	UN Fund UN Fund	Tools and Equipment Tools and Equipment

	Establishment of the national unit and platform, and provision of appropriate planning and information tools and resources for an effective undertaking of the planning tasks	Fully operational National Planning Unit, for the continuous updating of strategies and the mobilization of required inputs from all concerned		12,000 23,500			UNDP UNCTAD	UN Fund UN Fund	Consultancies Consultancies
		Sub-Total for Output 3		119 500					
Outcome 4: A comprehensive and intense national consultation process to inform the SDG Strategy and Action Plan updating or revision, and, as a result, a strengthened and shared national vision and cohesion on development goals and on resource allocation prioritization									
4	A Knowledge, Concerns and Expectations Survey undertaken at the start of the project	Perception Survey ('Public Pulse') undertaken at project start	40,000				UNDP	UN Fund	Dialogue(s)
		In-depth review and discussion of survey results, and their	20,000				UNDP	UN Fund	Dialogue(s)

	Civil Society Organizations provided with capacity strengthening support, so as to function effectively as the bridge between the project and Haitians at large.	Increased consultations and dialogues on strategies organized by CSOs	40,000	100,000			UNDP	UNDP	Dialogue(s)
		CSOs ensuring regular information of their audiences with respect to priorities being considered in the strategy or strategies being prepared	20,000	20,000			UNDP	UNDP	Dialogue(s)
	Citizen feedback obtained at regular intervals, analysed and acted upon	Process of updating takes stock at regular intervals of people's comments and suggestions	PM	PM					
		Coordination process for strategy formulation gradually expands participation of CSO representatives	PM	PM					
		Sub-Total for Output 4	120 000	120 000					

Annex 5. Risk Management Plan

Risks	Risk Level:	Likelihood:	Impact:	Mitigating measures	Responsible Org. / Person
Contextual risks					
Deteriorating Security Situation	Medium	3	3	Temporary suspension of some activities, and/or possible continuation of some project activities in more secure location	UNDP RC(O)
Continuing Governance Instability	Medium	3	3	While project activities can continue, the decision-making on strategic choices to be made may get delayed until the governance issues are addressed (as a result of a political accord). It may imply the need for project extension, and thus has budget implications.	UNDP One UN Fund DSRSG/RC
Rapidly Worsening Financing Context	High	3	5	While the successful implementation of the project is expected to have a major positive impact on SDG achievement and on national cohesion, a continuing crisis may severely complicate the financing architecture and Haiti's resource mobilization short-, medium and long-term financing prospects.	

				Were this to happen, the issues the project is to address would become even more challenging. The best mitigating measure is thus for the project, in relation to identified financing scenarios, to create awareness – and concern – of/for the dramatic scenarios which may be the result of such continuing crisis situation.	UNDP UNCTAD Resident Coordinator DSRSG (Mission Good Offices to political parties and political actors)
Programmatic risks					
Hesitation of private sector to invest in SDG-related ventures	High	3	4	Further improve on the investment promotion policy and the incentive framework, and intensify private sector consultations towards win-win solutions	Project partners responsible for FDI and private sector investment promotion
Recommended reforms not being initiated and/or implemented	High	3	4	Forcefully document and 'cost' the impact of no reform. Stronger and alert for the implications of non-action	MPCE UNDP UNCTAD RC/DSRSG (Good Offices)
Worsening debt outlook	High	3	4	Provide solid argumentation and costing to help raise awareness. Support negotiation for debt rescheduling and ODA increase.	Project Coordination UNDP UNCTAD DSRSG (Good Offices)

<i>Institutional risks</i>					
Issues in ensuring effective coordination of all relevant actors and partners.	Low	2	2	Further strengthen MPCE (and other project-associated Ministries') capacities and resources for effective coordination	UNDP UNCTAD DSRSG (Good Offices)
Challenges in institutionalizing project activities and results	Low	2	2	Create full understanding, at senior levels, of the critical impact of not successfully and sustainably addressing the financing challenges	UNDP UNCTAD DSRSG (Good Offices)
<i>Fiduciary risks</i>					
Funds management will be the responsibility of UNDP, under the DEX modality	N/A	1	1	N/A	N/A

Annex 6. SDG Status of Achievement Snapshot (December 2019 CCA Addendum and other data)

SDG	Status (as per the latest data available)
Goal 1. End poverty in all its forms everywhere	Poverty (based on the national poverty line of \$ 2.41 per day) was 64% at the start of the millennium and decreased to 59 % around 2015. Inequalities have increased sharply since 2001, with a Gini coefficient increasing from 0.61 to 0.66 in 2012. The negative impact of the 2018-2019 crisis on poverty is expected to significant in view of the weak and even negative growth of GDP in 2019, and continued reduction in 2020 and 2012 as per the World Bank's recent forecast.
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Late 2019, nearly 3.7 million Haitians were suffering from "severe food insecurity". Among them, more than a million were in "emergency" situations. Projections indicate that in 2020 the number of people in need of urgent food aid will increase to 4.1 million (just over a third of the population).
Goal 3. Ensure healthy lives and promote well-being for all at all ages	Life expectancy increased from 54.3 years in 1990 to 63.7 in 2018. Neonatal mortality is 25 per 1,000 live births and infant mortality 57 per 1,000 live births (2017), compared to 32 and 59, respectively, in 2005. The maternal mortality remains the highest in the region. A survey carried out in 2017 showed that 20,259 jobs were vacant in the health sector, while at the same time 24% of doctors, 87% of nurses and 59% of midwives were unemployed.
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	According to data from the Ministry of Education, the net enrollment rate (TNS) was 76% in 2003 and 88% in 2011. In 2016 the literacy rate, while still low, increased to 61.69 compared to 58.74 in 2003.
Goal 5. achieve gender equality and empower all women and girls	In primary education, the gender parity index was 0.93 in 2012. In 2000, it was 1.01. The Haitian Parliament (although the current legislature ended on 13 January 2020 with no elections yet held to constitute the new Parliament) , had a female participation below 3% (2.72% for the two chambers), while there had been no less than 9% of women in 2003, and this notwithstanding recent legislation enacting related to a 30% quota.
Goal 6. Ensure availability and sustainable management of water and	In 2012, 72.7% of Haitian households had access to an improved source of drinking water, compared to 36.5% in 1995.

SDG	Status (as per the latest data available)
sanitation for all	The percentage of Haitians using the private sector for drinking water increased from 10.9% to 25.8% between 2006 and 2012. Between 1990 and 2015, the percentage of people practicing open defecation decreased from 48% to 19%. Between 1990 and 2015, access to quality drinking water sources decreased by 4 points (the population with access to running water or drinking water decreased from 62% to 58%).
Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all	In 2007, less than 30% of homes were connected to the energy network (including illegal connections) and only 12.5% were regularly connected using meters. This figure rose to 38% in 2012.
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	The unemployment rate for young people (15-24 years old) has remained around 19%, based on pre-crisis data. A January 2020 Survey by the Central bank of Haiti mentioned that almost two-thirds of surveyed enterprises had reduced employment by about 10-25% in response to reduced activity resulting from the crisis.
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	INFORMATION NOT YET AVAILABLE
Goal 10. Reduce inequality within and among countries	Inequalities have increased sharply since 2001, with a Gini coefficient increasing from 0.61 to 0.66 in 2012. Haiti rank 168 in the latest Human Development Report. Its GDB per capita has decreased by almost 0.7% per year over the last 30 years, as such one of the few LDCs not showing consistent – even if low – GDP per capita growth.
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	In 2015, only 37% of waste was collected daily in the metropolitan region of Port-au-Prince. Most new construction, in particular as a result of the post-earthquake recovery, takes place without the guidance of an urban development strategy or plan.
Goal 12. Ensure sustainable consumption and production patterns	INFORMATION NOT YET AVAILABLE

SDG	Status (as per the latest data available)
Goal 13. Take urgent action to combat climate change and its impacts	The World Long-Term Climate Risk Index between 1998 and 2017 for Haiti has remained constant, 15.17 and ranks it among the 10 countries most affected by natural disasters. The share of the Ministry of the environment in the national budget in thousands of gourdes was 0.18% in 2001. It rose to 0.5% in 2016.
Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	INFORMATION NOT YET AVAILABLE
Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	The percentage of forested decreased 3.96% in 2000 to 3.52 in 2015.
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Haiti continues to see a high degree of instability, with the latest crisis in 2018 and 2019 (and continuing in 2020) seeing mass demonstrations sometimes turning violent. The termination of Parliament (in January 2020, upon the expiration of its 4- mandate and without elections being yet in sight to constitute the next parliament) creates an additional factor of tension and instability in the country.
Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development	Official development assistance in Haiti increased from 167 million dollars in 1990 to 3 billion dollars in 2010 (post-earthquake) but decreased to about 1 billion dollars in 2018 and 2019. Debt levels have risen to 35% of GDP, making Haiti one of the 13 LDCs in – or close to - debt distress. Foreign investment has remained (pre-crisis, as no data are available beyond) at a very low 100-150 million dollars per year.

