

Joint SDG Fund

Template for the Joint Programme Evidence-based Final Narrative Report

SDG FINANCING PORTFOLIO – COMPONENT 1

Date of Report: 31 / 10 / 2022

Programme title and Country																				
Country: Djibouti Joint Programme (JP) title: "Integrated Financing for SDGs Acceleration and Resilience in Djibouti" MPTF Office Project Reference Number ¹ : 00122130																				
Programme Duration																				
Start date ² (day/month/year): 1 st September 2020 Original End date ³ (day/month/year): 1 st March 2022 Actual End date ⁴ (day/month/year): 1 st September 2022 Have agencies operationally closed the Programme in its system: No Expected financial closure date ⁵ : 31 December 2022																				
Participating Organizations / Partners																				
RC (name and email): Jose Barahona (jose.barahona@un.org) Government Focal Point (ministry/agency, focal point name and email): Abdourazak Idriss, Secretary General, Ministry of Economy and Finances in charge of Industry (sg@economie.gouv.dj) RCO Focal Point (focal point name and email): Danon Gnezale, Development Coordination Officer/Economist (danon.gnezale@undp.org) Lead PUNO (focal point name and email): Emma Ngouan-Anoh, Resident Representative UNDP (emma.ngouan-anoh@undp.org) Other PUNO Focal Points (focal point names and emails): Beate Dastel, Resident Representative UNICEF (bdastel@unicef.org); Mary Njoroge, Resident Representative WFP (mary.njoroge@wfp.org)																				
Programme Budget (US\$)																				
Total Budget (as per Programme Document, without co-funding): USD 944,440 Agency/Other Contributions/Co-funding (if applicable): USD 13,000 (UNDP) Joint SDG Fund Contribution ⁶ and co-funding breakdown (in USD), by recipient organization:																				
<table border="1"> <thead> <tr> <th>Agency/others</th> <th>Joint SDG Fund contribution</th> <th>Co-funding</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>PUNO 1 – UNDP</td> <td>648,003 USD</td> <td>13,000 USD</td> <td>661,003 USD</td> </tr> <tr> <td>PUNO 2 – UNICEF</td> <td>176,999 USD</td> <td>0</td> <td>176,999 USD</td> </tr> <tr> <td>PUNO 3 – WFP</td> <td>119,438 USD</td> <td>0</td> <td>119,438 USD</td> </tr> <tr> <td>Total</td> <td>944,440 USD</td> <td>13,000 USD</td> <td>957,440 USD</td> </tr> </tbody> </table>	Agency/others	Joint SDG Fund contribution	Co-funding	Total	PUNO 1 – UNDP	648,003 USD	13,000 USD	661,003 USD	PUNO 2 – UNICEF	176,999 USD	0	176,999 USD	PUNO 3 – WFP	119,438 USD	0	119,438 USD	Total	944,440 USD	13,000 USD	957,440 USD
Agency/others	Joint SDG Fund contribution	Co-funding	Total																	
PUNO 1 – UNDP	648,003 USD	13,000 USD	661,003 USD																	
PUNO 2 – UNICEF	176,999 USD	0	176,999 USD																	
PUNO 3 – WFP	119,438 USD	0	119,438 USD																	
Total	944,440 USD	13,000 USD	957,440 USD																	
External Consultant Details																				
Name: Craig Naumann Email: ccnaumann@yahoo.com																				

¹ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page on the [MPTF Office GATEWAY](#).

² The start date is the date inserted in the original ProDoc submitted and approved by the Joint SDG Fund.

³ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁴ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁵ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

⁶ Joint SDG Fund Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#).

Table of contents

Abbreviations and Acronyms

Executive summary

Context

Overview of Joint Programme's Strategic Final Results

1.1. Overall assessment

1.2. Key results achieved

1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks

1.4. Contribution to SDG acceleration

1.5. Contribution to SDG financing flows

1.6. Results achieved on contributing to UN Development System reform

1.7. Results achieved on cross-cutting issues

1.8. Results achieved on COVID-19 recovery

1.9. Strategic Partnerships

1.10. Additional financing mobilized

2. Results by JP Outcome and Output

2.1. Results achieved by Fund's global results

2.2. Results achieved by Joint Programme Outcome

2.3. Results achieved by Joint Programme Output

3. Challenges and Changes

3.1. Challenges faced by JP

3.2. Changes made to JP

4. Sustainability and Country Ownership

5. Communications

6. Lessons and Best Practices

6.1. Key lessons learned, best practices, and recommendations on SDG financing

6.2. Key lessons learned and best practices, and recommendations on Joint Programming

Annex 1: Consolidated results framework

Annex 2: List of strategic documents

Annex 3: Communications materials

Annex 4: Stakeholder feedback

Abbreviations and Acronyms

ADE	Association Djiboutienne de l'Evaluation
AfDB	African Development Bank
DFA	Development Financial Assessment
DRM	Domestic Resource Mobilisation
ESARO	East and Southern Africa Regional Office
FDI	Foreign Direct Investment
GSB	Gender Sensitive Budgeting
GDP	Gross Domestic Product
IICPSD	Istanbul International Center for Private Sector in Development
IMF	International Monetary Fund
INAP	Institut National d'Administration Publique
INFF	Integrated National Financial Framework
INSTAD	Institut National de la Statistique de Djibouti
JP	Joint Programme
LNOB	Leaving no one behind
M&E	Monitoring and Evaluation
MEFI	Ministère de L'Economie des Finances, chargé de L'Industrie
MSME	Micro, Small and Medium Enterprises
NDP	National Development Plan
NDS	National Development Strategy
NSPS	National Social Protection Strategy
ODA	Official Development Assistance
PPP	Public Private Partnership
PUNO	Participating United Nations Organisations
PWD	Person(s) with disabilities
RBM	Result based management
RC	Resident Coordinator
RCO	Resident Coordinator's Office
SC	Steering Committee
SCAPE	Stratégie de Croissance Accélérée et de Promotion pour l'Emploi
SDG	Sustainable Development Goals
SNPS	Stratégie Nationale de Protection Sociale
UN	United Nations
UNDP	United Nations Development Programme
UNCT	United Nations Country Team
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USD	United States Dollars
VNR	Voluntary National Review
WFP	World Food Programme

Executive summary

Led by the Resident Coordinator's Office as coordinating entity, the Joint Programme "Integrated Financing for SDGs Acceleration and Resilience in Djibouti" was implemented by three participating United Nations organisations (PUNOs): UNDP as leading agency, UNICEF, and WFP. Starting on September 1st, 2020 the initially planned duration of 18 months was extended by half a year due to operational delays caused not least by the complications caused by the COVID-19 pandemic. The JP's end date was thereby postponed from 1st March 2022 until 1st September 2022.

Effectively, the final intervention (evaluation of the social protection strategy) will only be wrapped up by the end of this year. While some adjustments were made to the original results framework and related foreseen activities, the overall design logic was not affected by these changes. Whereas the official JP budget as per the original Programme Document amounted to USD 944,440, the actual final budget amounted to USD 957,440 including USD 13,000 of co-funding. By the end of the programme life cycle (October 31, 2022) all these funds had been disbursed.

Key achievements include the finalization of a national SDG financing strategy and budget, including a costed SDG-based National Development Plan (NDP) and an integrated national financial framework (INFF) and assessment-based resource mobilization strategy. This marks the first-ever introduction of the SDGs into a macro-economic planning framework. Building on one of the key findings of the evaluation of the previous mid-term national development plan, a robust M&E framework including baseline and target values and, where necessary, customized indicator statements was designed to underpin planned results with SDG indicators.

Moreover, an investors' map identifying key investment opportunities targeting the private sector was finalized and related incubator and start-up activities have been launched. Finally, the social protection strategy is being revamped building on a sector-specific capacity gap and training needs analysis and the evaluation of the current strategy. A major take-away from the implementation phase is that the quality, cost efficiency, speed and success of planned JP interventions are directly correlated to joint planning and coordinated implementation.

The JP struggled to really take off during its initial 15 months given that the three key results were stacked in sequential order, with the foundational interventions - the elaboration of the new National Development Plan under the responsibility of UNDP – being delayed by the Government due to Covid-19 crisis. The implementation of the subsequent interventions under the responsibility of other PUNOs was thus delayed.

In late 2021, the steering committee elaborated an acceleration plan which readapted JP according to external change and allowed successful achievement of JP' objectives. Rather than withdrawing from the JP altogether, the PUNOs from then on embraced the spirit of jointness, in practical terms. The (re)prioritization of the plan also included the introduction of closer inter-agency cooperation in jointly planning and implementing specific activities. This allowed the JP implementation to pick up speed and make up for most of the delays suffered until late 2021.

Whereas the initial design of the JP foresaw a sequence of agency-specific key actions in the absence of a joint work plan or coordination meetings at the technical level, the acceleration plan ushered in the spirit of joint delivery of key activities, including joint financing that had not been initially foreseen. In moving forward, the lesson to be learned is that joint technical coordination is a must for speedy, high-quality delivery. The fact that this mode of operation was not initially foreseen but imposed upon the stakeholders by the challenging context, should not be construed as standing in the way of further deepening and widening inter-agency collaboration and coordination through joint programming/programmes.

Related to the lessons and best practices in terms of UN-internal strategic planning, programming and the coordination of implementing concrete activities, is the need to facilitate and accompany

the government/national institutions in fostering inter-agency, cross-sector coordination. This calls for further sensitizing the national decision makers on the advantages of a whole-of-government (WoG) approach, as well as practical steps to be taken towards introducing this paradigm into practical realities of governmental planning and programme/project implementation and related oversight.

Context

Socio-economic context and key development challenges

Djibouti, as the smallest mainland country in Africa (23,200 km²) with a population of 1,109,000 multi-ethnic inhabitants, is a stable territory located in a very volatile region. Its economic growth is driven by construction and rising transit trade and transshipment for countries further inside the continent, especially Ethiopia. The growth engine is the country's improved port and transport infrastructure which is part of China's New Silk Road geo-economic vision and strategic masterplan.

Djibouti hosts several foreign military bases (China, France, Italy, Japan, and the United States). The country witnessed steady inflation-adjusted, real GDP growth over the past decade. Along with the economic growth, public and publicly guaranteed debt also increased from 34 percent of GDP in 2013 to about 71 percent in 2018. Following an average real GDP growth of close to 7 percent during 2014–16 there was a slight slowdown in 2017. Prior to the COVID-19 pandemic Djibouti's economic growth was projected to remain strong over the medium term, at around 6 percent annually as of 2018.

Due to COVID-19 restrictions, GDP growth slowed to 0.5% in 2020, the lowest recorded growth since 2000. Thanks to a recovery in trade flows following the scale-down of COVID-19 restrictions it resumed to an estimated 4.3% in 2021. This growth was mainly based on a combination of business climate reforms and large scale investments to develop transport and logistics infrastructure. Construction and logistic services are expected to remain the main drivers of Djibouti's economic growth. The economic rebound, however, suffered from a fall in demand from Ethiopia for logistics services during the second half of 2021.⁷

Growth projections for 2022 remain moderate but are expected to pick up pace quickly as of 2023 since the beneficial effects of the large-scale infrastructure projects are expected to kick in by then, reducing the incidence of poverty (which stood at 14.7% in 2020) to 12.4% by 2024. Djibouti is a net importer of food and energy which translates into vulnerability to commodity price shocks such as the price hikes due to the war in Ukraine. Regional stability and commitment to fiscal consolidation and structural reforms remain critical for Djibouti's growth prospects. The scale-down of COVID-19 movement restrictions allowed for the resumption of major public works such as the development of an Industrial Free Trade Zone.⁸

Djibouti's business environment remains relatively unfavorable for private sector development. Djibouti ranks 99th globally in the World Bank's Ease of Doing Business rating system. The private sector is small, and much activity is informal. Electricity and telecommunication prices and the overall cost of doing business are generally high in Djibouti. Djibouti's labor costs are also high compared to other countries in the region. As the private sector often faces a shortage of skilled labor, it is important to improve the quality of education, employability and labor productivity. The Government of Djibouti has developed an ambitious reform program and significant progress has been made in recent years to improve the business climate.

⁷ <https://www.worldbank.org/en/news/press-release/2022/03/07/djibouti-shows-signs-of-recovery-but-challenges-remain> (7 March, 2022)

⁸ <https://www.worldbank.org/en/country/djibouti/publication/economic-update-april-2022> (14 April, 2022)

Djibouti requires scaled-up action to tackle its significant vulnerabilities, inequalities, humanitarian and development challenges. In its 'Djibouti Vision 2035', the Government identified development priorities aimed at graduating to middle-income country status and becoming a major commercial and logistic regional hub. The vision is to be operationalized through 5-year national development action plans. The first cycle, SCAPE (2015-2019) or accelerated growth strategy for the promotion of employment, identified four strategic priorities: economic growth, human capital development, regional sustainable development, and good governance.

The SCAPE aimed at reducing absolute poverty by more than one-third, decreasing unemployment, and ensuring universal access to basic health, energy and clean water. It aimed at preparing the country for more inclusive growth and resilience to climate change. During the SCAPE cycle (2015-2019) major development gains were realized. The design of the second mid-term strategy to follow the SCAPE could only be finalized in 2021 due to delays induced by the COVID-19 pandemic.

Poverty and growth analysis in Djibouti suffer from a lack of relevant data and statistics. The 2017 household income and expenditure survey was designed to produce reliable data against relevant socioeconomic indicators, at the national level and disaggregated by region, gender, and vulnerability status. Djibouti experienced statistically significant reductions between 2012 and 2017 in its Multidimensional Poverty Index which reflects the average intensity of deprivation. While the incidence of extreme income poverty slightly reduced by 1.9% between 2012 (23%) and 2017 (21.1%), the incidence of multidimensional poverty decreased from 46.61% in 2012 to 33.66% of households in 2017.

Similar trends were evident in all regions save one, Dikhil, which experienced an increase of multidimensional poverty during that period, likely due to the influx of 150,000 immigrants and around 600 migrants passing through Djibouti on a daily basis from neighbouring countries in the search of economic and social stability. Poverty is much more predominant in rural areas. In 2017, 51.3% of rural households were affected versus 11.8% of urban households.

The deprived sanitary and health environment and poor living conditions characterize poverty in Djibouti's poor households. Therefore, achieving the SDGs and eradicating poverty in Djibouti require an integrated multisector approach and structural reforms in the national development financing framework to address persistent inequality and focus on developing the living conditions of the most vulnerable population strata.

Unemployment and poverty remain key social challenges. The country has high financial demands to support the SDGs acceleration in view of mitigating negative effects including a potential regression in social indicators following the anticipated negative impact of COVID-19. Financing sustainable development and inclusive growth require identifying and facilitating SDG financing within the public and private sectors. Promoting private sector investment and improving external competitiveness can leverage SDG financing.

Critical reforms include further enhancing the business environment, promoting competition, and improving the governance and efficiency of public enterprises to lower inputs' costs, particularly in the telecommunications and electricity sectors. Enhancing the skills of Djiboutian nationals through education and training is important to raise labor productivity and reduce unemployment. Reforms to strengthen governance, a theme that cuts across several state functions and is critical to achieve development objectives is key to addressing the opportunities for corruption and enhance macro-financial stability, resource allocation, growth, and inclusion.

JP intervention logic and objectives

In close collaboration with the UN Country Team (UNCT) and under the overall leadership of the UN Resident Coordinator's Office, the JP PUNOs UNDP, UNICEF and WFP directly supported the formulation and implementation of the new National Development Plan (NDP) 'Djibouti ICI' 2020-2024. Through its NDP, the Government set out to integrate and accelerate progress across all

the SDGs, determine the costing of related programmatic initiatives to achieve the intended results, and identify related remaining gaps until 2030.

Based on the mainstreaming of SDG acceleration in the 'National Solidarity Pact' for the COVID19 response and the ensuing National Development Plan, the JP costed social sector priorities for acceleration and analyzed fiscal space within the public sector budget for financing the priority SDGs. Furthermore, it analyzed the financing gap and public finance management practices in view of improving allocation and quality of spending, as well as designing and implementing an integrated SDG financing strategy.

The JP was conceived to ensure the following key actions and goals:

- identify the required investments to achieve the SDGs by 2030;
- formulate NDP objectives and prioritize SDGs with high potential in delivering equitable economic, social and environmental development to the population;
- following the costing of all priority areas, determine the current status and related financing gap(s);
- design a roadmap to develop new financing policies and instruments to ensure internal and external financing flows;
- compile and analyze public/fiscal expenditure data;
- enhance planning and budgeting capacities for mobilizing private investments;
- improve financial information management systems;
- develop the capacity for generating evidence on effective and efficient use of resources;
- identify innovative financing opportunities, including the establishment of a Djibouti SDG Acceleration Fund;
- mobilize Official Development Assistance (ODA) and private investments to contribute to the achievement of the NDP and to achieve progress towards SDS, to ensure no one is left behind.

Joint Programme Results

1. Overview of Strategic Final Results

1.1. Overall assessment

- ☐ Above expectations (fully achieved expected JP results and made additional progress)
☐ In line with expectations (achieved expected JP results)
☒ Satisfactory (majority of expected JP results achieved, but with some limitations/ adjustments)
☐ Not satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

The JP faced serious delays throughout the first year of its life cycle. Since foreseen actions were arranged in strictly sequential order not allowing for any overlap, the delay in wrapping up Output 1.1/NDP design & costing) effectively blocked the bulk of the JP's planned actions from being rolled out.

Only after revisiting the overall approach, including reprioritizing and streamlining results and agreeing on tackling some key deliverables jointly to accelerate delivery, did the JP gain operational traction and implementation really take off. Some adjustments were made including modifications to accommodate client expectations. Also, a few minor actions were dropped.

1.2. Key results achieved

The JP has (so far) produced three key transformative and catalytic system-wide results in advancing the 2030 Agenda. These results are likely to foster, or have already succeeded in bringing about, systemic change in the country. In terms of the scope and amplitude of the results, the support provided by the UN to design the National Development Plan (NDP) "Djibouti ICI" (2020-2024) including the first Voluntary National Review (VNR) of Djibouti, was foundational in the sense that the other results are building on the NDP.

In view of operationalizing the NDP framework, the JP proceeded with producing a financial needs and gap assessment (Development Financial Assessment (DFA)) whose results were discussed with stakeholders from national institutions, civil society and financial partners during a to-days workshops.



Launch event of the INFF and presentation of the Development Finance Assessment, Kempinski Hotel - Djibouti

The DFA and results from consultations culminated in the full-fledged INFF. In addition to the costing of the NDP results framework, a framework for monitoring and evaluation purposes was designed, establishing baseline and detailed target data as well as data sources and metadata for the various output indicators. The M&E framework was built together with all sectoral ministries and relevant institutions thanks to multiple consultation meetings and a working workshop.



Collaborative workshop to build the Monitoring and Evaluation framework, Salam Tower – Djibouti

Focus was also put on building capacities of civil society for monitoring and evaluation to enforce its role in monitoring, evaluating and capturing lessons learnt from public policies and programmes in line with the new National Development Plan. In June 2022, UNICEF and UNDP jointly supported the Djiboutian Evaluation Association for the organization of a two-days' workshop in the framework of the Evaluation Week of the Global Evaluation Initiative.

The workshop enforced general sensitization on the benefits of deepening and widening the understanding of M&E concepts and scaling related systems, processes and practices in Djibouti. The workshop also served as a platform to advocate for building national M&E capacities to strengthen accountability, support improved programming, and develop knowledge in favour and support of more effective progress towards socio-economic transformation positively impacting people's lives by means of achieving the newly set national objectives and SDG targets.



Evaluation week workshop with the Djiboutian Association of Evaluation, Sheraton Hotel – Djibouti

In view of securing additional financial resources to underpin the NDP, the JP established a fundraising strategy. A major step towards diversifying the landscape of financial investors beyond traditional sources was made through the finalization of Djibouti's first-ever private sector national 'SDG Investor Map', in partnership with the Istanbul International Center for Private Sector in Development (IICPSD) of UNDP which identifies key sectors which are open for business and interested in attracting capital, including from foreign private investors as well as the diaspora.

As part of the investor map, Djibouti now has an online presence in the form of a digital "SDG investor platform" that provides relevant information and guidance on investment opportunities to interested parties. This information is not only available on the virtual portals of the responsible agencies (investment agency) but can also be accessed through the online presence of the official portal for tourism.

SDG Investor Platform
By SDG Impact

Djibouti
Summary
Opportunities
News

Air Cargo Facilities and Operations	Ship Waste Reception Facilities	Climate Resilient Road Transportation Infrastructure
TRANSPORTATION Air Freight and Logistics	TRANSPORTATION Marine Transportation	TRANSPORTATION Road Transportation
Djibouti	Djibouti	Djibouti
EXPECTED IMPACT Enhance regional economic integration and intra-regional trade, as well as stimulate innovative job creation in Djibouti.	EXPECTED IMPACT Prevent marine pollution in Djibouti's coastline, favor waste-to-energy models and serve the region by protecting the resources of Red Sea and Gulf of Aden.	EXPECTED IMPACT Enhance regional economic integration and collaborative action against climate risks and towards national economic growth and food security.
INDICATIVE RETURN 15% – 20% (in IRR)	INDICATIVE RETURN 20% – 25% (in IRR)	INDICATIVE RETURN 10% – 15% (in IRR)
TIMEFRAME Long Term	TIMEFRAME Medium Term	TIMEFRAME Short Term
ESTIMATED MARKET USD 100 million - USD 1 billion	ESTIMATED MARKET 1.1 million TEU containers per year	ESTIMATED MARKET USD 100 million - USD 1 billion

Free Trade Zones and Cargo Capacity at Ports
Port Online Commodity Trading Platform
Halal Certification Provision

SDG Investor map opportunities, <https://sdginvestorplatform.undp.org/country/djibouti#opportunities>



Launching ceremony of the SDG Investor Map, Kempinski Hotel - Djibouti

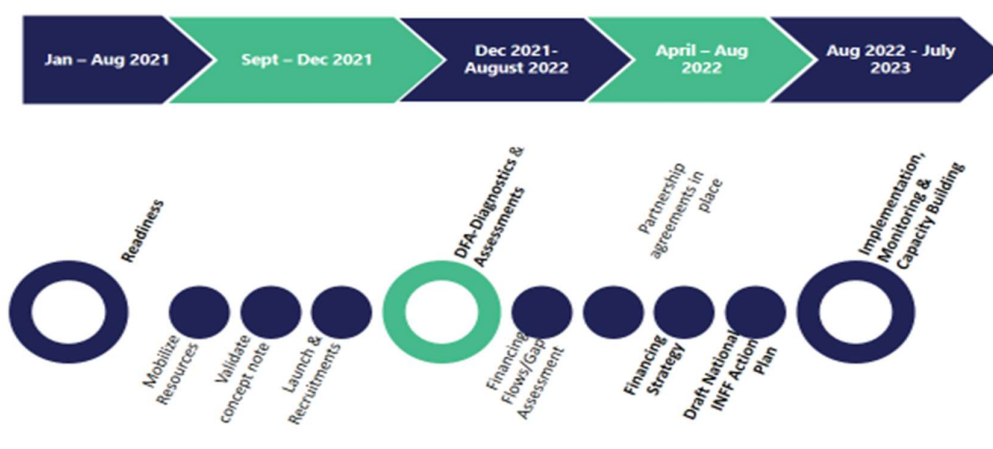
Last but not least, the JP has been providing major support to the social protection sector. Related concrete stand-out results are the evaluation of the social protection strategy, a sector-wide institutional capacity development needs assessment, and a related gap analysis. As final missing piece or building block of the JP's support to the social protection sector under the current (phase of the) JP, multi-agency support was provided by the PUNOs to design a new social protection strategy.

1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks

Implementation Stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable
1. Inception phase	☐	☐	☐	☒	☐	☐
2. Assessment & diagnostics	☐	☐	☐	☒	☐	☐
3. Financing strategy	☐	☐	☐	☒	☐	☐
4. Monitoring & review	☐	☐	☒	☐	☐	☐
5. Governance & coordination	☐	☐	☒	☐	☐	☐

As first activity following the endorsement of the priority emergency plan, an INFF Road Map was designed. Its actual implementation in terms starting resource mobilization activities, drafting concept notes and getting them validated, started by August/September 2021. The next step was the launch of the INFF design process, which also fell into the same period of the final quarter of 2021. Thereafter, the DFA diagnostics assessment which was carried out in the window Dec 2021-August 2022, constituted the first landmark activity.

INFF ROAD MAP



As part of the DFA assessment, a complete mapping of existing as well as potential future financing flows was carried out. A fiscal space analysis was part of the DFA's public expenditure review. Combined with the assessment of total absolute SDG financing needs to achieve set goals, an SDG financing gap assessment (planned or required absolute amounts minus existing/foreseeably available funding equalling the financing gap) was established.

As of April 2022, once requisite partnership agreements were set up, the official financing strategy was designed along with the Draft National INFF Action Plan, which was finalized in August 2022. Financial reforms foreseen by the draft financing strategy include Results-Based Budgeting, Tax revenue, public funds, MTEF, Digital Finance, Financial Inclusion, Capital market, amongst others. All these suggested actions have their own specific quantitative target which are part of the on-going final review.

The actual phase of rolling out the action plan through the implementation of related activities including capacity building interventions was ready to be rolled out as of August/September 2022. However, as of yet, the Financing Strategy in support of the NDP and SDG agenda(s) still remains to be officially adopted by the Government of Djibouti. In terms of a related M&E framework for NDS/NDP implementation, an Integrated Planning and Reporting Tool has been developed. The unified results framework includes Djibouti ICI (the NDP), the SDGs and the INFF (Action Plan) targets, indicators, etc.

In terms of the INFF's overall governance and coordination, its oversight body, the related membership structure, and the INFF Oversight Committee are all embedded and thus integrated within existing governmental high-level macroeconomic governance structures set up to steer and manage national development processes and frameworks. A separate, stand-alone governance structure or Secretariat is not foreseen for the INFF. The underlying logic is to avoid any parallel structure within the Government which might result in competing "duelling" processes and decisions which would lead to negative effects (inefficiencies, duplication of efforts in lieu of synergies, confusion etc.).

1.4. Contribution to SDG acceleration

The JP focused on six sustainable goals (1, 2, 4, 8, 16, 17). Per SDG, a sub-set of selected relevant targets is being supported. These are:

SDG 1: End Poverty in all its forms everywhere

- Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
- Target 1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
- Target 1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
- Target 1.a: Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions
- Target 1.b: Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

SDG 2: Zero Hunger

- Target 2.1: Ensure access to adequate and nutritious food all year round
- Target 2.2: End all forms of malnutrition

SDG 4: Ensure Inclusive and Equitable Quality Education and Promote Lifelong Learning Opportunities for all

- Target 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

SDG 8: Promote Inclusive and Sustainable Economic Growth, Employment and Decent Work for all

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

SDG 16: Promote just, peaceful and inclusive societies

- Target 16.6 Develop effective, accountable and transparent institutions at all levels
- Target 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

SDG 17: Partnerships for the goals

In addition, there are a few SDG targets and indicators that relate to specific types of financing. These relate especially to the finance indicators in SDG 17 on Domestic Resource Mobilisation (DRM), (17.1), Foreign Direct Investments (FDI) and remittances (17.3) and debt management (17.4). There are also a number of SDG targets and indicators related to financing for specific priorities, namely:

SDG 1.4 and 8.10 – related to equal access to financial services and microfinance

SDG 3 – increased health financing

SDG 7 – investment in clean and renewable energy
 SDG 8.3 and 9.3 – Micro, Small and Medium Enterprises (MSME) access to finance
 SDG 9 – financing for infrastructure
 SDG 10 – growth in ODA and other financing in line with national plans
 SDG 15 – financing for biodiversity, ecosystems and forest management

Given that the JP availed technical support to mainstream SDGs across the NDP, it will improve the overall ability of Djibouti to realize the 2030 Agenda by enhancing the financing capabilities and opportunities in the country. It did so by identifying related resource needs and financing gaps, and proposing a financing strategy to accelerate progress against customized SDG targets. Thus, a whole array of SDG targets and indicators could potentially be mentioned.

Such a comprehensive list would go well beyond the number of key SDGs listed in the Prodoc along with relevant goals and targets directly addressed by the JP. But the JP's direct outputs are situated at the level of macro-economic frameworks and policies, priority indicators are closely related to the establishment of a functional national financing framework for SDG acceleration in Djibouti and related SDG enablers. Emphasizing development financing support to social protection puts LNOB categories first. Catalyzing joint work between the public and private sectors through Public Private Partnerships (PPPs) enhances state accountability and transparency.

Hence, the top priority indicators which will be closely followed as of next year during the implementation of the INFF and the NDP, are the following ones:

SDG indicators
1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable (Target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable)
1.a.1 Total official development assistance grants from all donors that focus on poverty reduction as a share of the recipient country's gross national income (Target 1.a: Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions)
17.3.1 Additional financial resources mobilized for developing countries from multiple sources (Target 17.3 Mobilize additional financial resources for developing countries from multiple sources)
17.17.1 Amount in United States dollars committed to public-private partnerships for infrastructure (Target 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships)

[1.5. Contribution to SDG financing flows](#)

By late September 2022, the NDP (covering the period 2020-2024) had managed to raise about 50% of its projected budgetary needs. Some 70% of these resources, i.e., a full third of the planned budget had been allocated to the purpose of disaster risk reduction. This included preventative and mitigatory measures to stave off and reduce the effects of climate change thus strengthening the resilience of households and agricultural systems contributing to enhancing food security, protecting biodiversity, and reducing inequalities.

By June 2022, additional funding to the amount of USD 85,000 had been secured by UNDP through the INFF Facility in support of financing climate-related interventions and serving as seed funding for experimenting with and ultimately setting up, innovative financial tools. In addition, Unicef and UNDP managed to mobilize an additional USD 65,000 for social protection as well as climate finance purposes. In September 2022, an SDG Financing round table was organized at

MEFI. Participating stakeholders included an array of private sector representatives including from the African Development Bank and private banking institutes.

While it is still too early to pinpoint the precise impact of the monetary value that will be generated by the JP, there are already strong indications that Djibouti will be able to reap plentiful monetary as well as non-monetary benefits and rewards from the JP. For instance, it is quite certain that in the foreseeable future, the SDG Investor Map will have a strong positive impact in the form of substantially and steadily increasing SDG financing flows across the various pre-identified and specifically showcased priority sectors for foreign (as well as local) private sector investment.

While the format was not a traditional pledging conference it did serve to committing invited financial sector representatives to accompanying a select group of budding entrepreneurs in establishing and upscaling innovative businesses that will be addressing and thus contributing to lessening the gap of various SDG targets by creating employment in various thematic fields, as well as providing support to achieving SDG 17-related goals through additional fundraising not least via the public private partnership (PPP) modality.

[1.6. Results achieved on contributing to UN Development System reform](#)

Djibouti does not have a particularly rich track record of many high-stakes multi-stakeholder JPs. Typically, the few JPs in Djibouti have so far been falling under the category of the most basic, dual-agency constellation whereby two agencies agree to collaborate with one another without the outright implication of the Resident Coordinator. As such, the SDG JP boosted inter-agency coordination among UNCT Djibouti members in that it not only involved three resident major PUNOs but also included the RC(O) as convener and overall coordinator.

The SDG JP enabled the Djibouti UNCT to provide system-wide support, allowing the various concerned stakeholders to complement each other by adding value through agency-specific strengths and respective comparative advantages. While UNDP focused on supporting strategic macro-economic planning through support in the area of economic governance, UNICEF concentrated on communication, M&E and fundraising, while WFP contributed in the area of social protection-related work. In addition, the RC provided overall convening services both at the level of the UN Country Team and externally vis-à-vis the Government, technical and financial partners, civil society and the public sector. The fact that the RC spearheaded the JP not only fostered its programmatic coherence but also allowed to translate key precepts of the recent UN Reform into concrete action.

The principle of distribution of labour was applied beyond reserving specific Outcome to a specific PUNOs, meaning that Outputs under the same Outcome fell under the responsibility of different PUNOs. For example, while under Outcome 1 ("An SDG Financing Strategy and its core institutional components are developed and implemented") UNDP shouldered the bulk of the work covering the first five JP Outputs, UNICEF signed responsible for the final two Outputs under the first Outcome. Likewise, under the second Outcome, there was already a division of Outputs foreseen between UNICEF and WFP, according to the Prodoc. What is more, under both Outcome 1 and 2, the exigencies of accelerated implementation ushered in inter-agency collaboration at the intervention level in the sense of shared activities.

More specifically, under Outcome 1, the UNDP-financed international lead expert and the UNICEF-financed national M&E expert ended up effectively blending their work plans which allowed them to work as a team, thus practically converting outputs initially framed as single-agency sub-deliverables into dual agency products. UNDP and UNICEF also jointly organized several events which allow to optimize resources and knowledge to deliver better results.

Similar dynamics occurred under Outcome 2 ("Planning and finance policy functions, processes and systems are integrated to accelerate SDG achievements") where the design of the new social protection strategy (Output 2.2), initially in the corner of WFP alone, became a joint activity of

all PUNOs, with UNICEF providing additional financial support to the bulk of necessary funding ensured by WFP, and UNDP chipping with an in-kind contribution in the form of human resources.

Moreover, Output 2.3 ("Develop resource mobilization strategies from public and private sectors") which was originally reserved for UNICEF, effectively turned into a joint effort together with UNDP. This collaboration between UNDP and UNICEF is a great example of avoiding duplication of efforts and reducing transaction costs through inter-agency programmatic coordination, since the technical inputs from UNDP side were linked to other, non-JP resource mobilization efforts addressing general issues under UNDP's resilient livelihoods programme portfolio.

[1.7. Results achieved on cross-cutting issues](#)

It is yet too early to report on specific results achieved in terms of cross-cutting issues. Due to the delay in getting the first-ever SDG-aligned NDP 2020-2024 approved (in late 2021, only) and in view of the fact that the related resource mobilization only genuinely took off in early 2022, the NDP is still very much in a fundraising mode for quite a few of its planned interventions.

Given the fact that a considerable amount of the NDP budget will be invested to reduce and/or mitigate negative effects of climate change, however, it can already be stated that the NDP will have a considerable effect on strengthening the resilience of vulnerable rural households, including female single headed households, who represent the largest share of LNOB households in Djibouti.

These households are the most affected by food insecurity, floods, droughts, the destructive force of tempestuous rainfalls destroying crops and harvests etc. Other than that, the NDP planning made an explicit effort to include the most vulnerable categories including women, youth, migrants and refugees, zero positive (HIV/AIDS affected), PWD, religious or cultural minorities etc. As at late September 2022, 70% of the projected NDP budget had been secured.

Half of those funds (i.e., the equivalent of a minimum of 35% of the final NDP budget under the assumption that 100% of the planned budget will effectively be(come) available) have already been earmarked as investments to fight climate change and thus, increasing resilience at the household and/or systemic level.

It is yet too early to estimate the percentage of the NDP that will be specifically invested to promote gender equality and women's empowerment. However, one can safely assume that both the absolute amount and the relative share will exceed the previous figures of the SCAPE (the first mid-term NDP cycle preceding "Djibouti ICI" 2020-2024).

[1.8. Results achieved on COVID-19 recovery](#)

The SDG Fund allowed to take direct follow-up actions after the National Solidarity Pact was adopted in April 2020. This enabled the Government of Djibouti to design and implement a comprehensive, cross-sectorial direct response to the COVID-19 pandemic's impact. Last but not least, other than the immediate response elements and the related action plan, the dimension of post-Covid-19 recovery was also mainstreamed into the design of the new NDP.

[1.9. Strategic Partnerships](#)

The JP strengthened the intra-UN partnership between UN entities, in the field of SDG financing. Importantly, the JP has already proven its ability to mobilize catalytic funding internally, through core resource funding. It contributed to strengthening UNCT-internal partnerships and synergies to unlock additional financing to deepen the action on climate financing and social protection in strong collaboration with other agencies.

Other than mobilizing additional co-funding from UNDP's corporate core resources in support of the investor map, it also allowed to mobilize additional funding with UNICEF and WFP on Green financing and social protection. The private sector as well as international development banks such as the AfDB have signaled their intent to support the SDG investor map approach through investors' pitch/shark tank panel formats, facilitating angel investor partnerships, business incubators, coaching promising young entrepreneurs etc.

There is a strong likelihood that in the near future, over the coming months, SDG financing and the related adoption of innovative financing tools will gather momentum among the donor community in partnership with UN agencies and the Government of Djibouti.

1.10. Additional financing mobilized

The PUNOs were all able to mobilize additional catalytic funding from their respective corporate core resources. In total, the co-financing amounted to USD 163,000 (or 17.3% of the original budget). While the amount of USD 13,000 earmarked as support for developing the SDG Investor Map was mobilized during the design stage of the JP, the additional combined USD 150,000 of funding (USD 85,000 for green financing and USD 65,000 for social protection-related activities) were mobilized later on and have not yet been tapped into since the related activities will only be rolled out as of next year.

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organization	Amount (USD)	Comments
Government	☐	☒				
Donors/IFIs	☐	☒				<i>Donors and the private sector have already signaled their commitment to supporting imminent activities related to the SDG investor map. The exact value of their contribution (in kind and/or financial) has yet to be determined.</i>
Private sector	☐	☒				
PUNOs	☒	☐	Core resources	UNDP UNDP UNICEF, WFP	USD 13,000 USD 85,000 USD 65,000	SDG Investor Map Green financing Social protection
Other partners	☐	☒				

2. Results by JP Outcome and Output

2.1. Results achieved by Fund's global results

In terms of the JP's contribution vis-à-vis the joint SDG Fund's global results, the JP produced results that overall exceeded set targets under Global Output 4 / "Integrated financing strategies for accelerating SDG progress implemented". Under indicator 4.1, whereas by 2019 there was no integrated financing strategy, by the end of the JP period, two such instruments had been produced in the form of the INFF and the Investor Map.

Similarly, regarding indicator 4.2, while the target value for the number of integrated financing strategies that have been implemented with partners in the lead was set at 1 (one), the actual achievement doubled this value. Finally, under indicator 4.3, the set target for the number of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress was achieved (target value: 1, result: 1).

2.2. Results achieved by Joint Programme Outcome

As Annex 1.3 shows, all the Outcomes of the JP were achieved to a satisfactory level, by the end of JP period. In particular, Outcomes 1 ("An SDG Financing Strategy and its core institutional components are developed and implemented") and Outcome 2 ("Planning and finance policy functions, processes and systems are integrated to accelerate SDGs achievement") were achieved according to expectations.

While Outcome 3 ("Private - domestic and international - resources are mobilized to respond to the NDP") underwent some adjustments that were endorsed by the the Government and the SDG Fund in the form of the adjusted Priority Plan (end 2021/early 2022) given the initial delays in rolling out JP activities, the revised significantly downscaled Outcome was successfully implemented.

2.3. Results achieved by Joint Programme Output

The Priority Plan resulted in the elimination of a number of Outputs under the third Outcome and some adjustments at the level of the indicators (see Annex 1.3, Outcome 3). Other than that, the Output statements and related target values for output indicators under Outcomes 1 and 2 remained the same as initially foreseen. Across all Outputs, almost all related targets were either met or, in some cases, even surpassed. The notable exceptions were Outputs 2.1 and 2.2:

Output 2.1: Undertake the evaluation of the national social protection strategy for the period 2018-2022					
Output 2.1.1 indicator: National Protection Strategy evaluated for the period 2018-2022	None	Discussions with key partners take place	1	Delayed; to be completed in November 2022.	In addition to the evaluation of the national social protection strategy the JP also assessed related capacity development needs through a related assessment and gap analysis.
Output 2.2. Support for the development of the new national strategy focused on exiting poverty for the period 2022-2026 with a budgeted action plan and a monitoring and evaluation framework aligned on new NDP					
Output 2.2.1. indicator: new national strategy for social protection	None	Discussions with key partners take place	The elaboration of the new national strategy is ongoing	Delayed; will be conducted under the subsequent JP life cycle by the same PUNOs as originally foreseen	Available funds did not cover the costs of the development of the new strategy, but resulted in related building blocks.

3. Challenges and Changes

3.1. Challenges faced by JP

The major set-back during the initial 18 months of implementation was the significant delay in overall JP implementation. The sequential logic for the JP's roll-out hinged on the approval of the National Development Plan. This meant that when the approval of the NDP kept stalling throughout 2021, most planned JP activities either stagnated or were prevented from starting. The NDP was finally approved in the final quarter of the year.

To minimize the impact of delayed implementation, the JP prepositioned itself by proactively engaging consultants for pending key interventions and deliverables. Due to COVID-19 quarantine and social distancing measures, internal coordination and external communication needed to adapt to the pandemic environment, by heavily relying on teleconferencing and virtual exchange

of information. For instance, there could not be any conventional launching ceremony to mark the official beginning of the JP.

Lack of coordination among sectoral ministries and institutions constitutes a significant challenge. This significantly slowed down work on the DFA's financial analysis segment. Introducing Whole-of-Government/Delivering-as-One approach(es) is not easy given existing levels of institutional entropy or even resistance to change. The evaluation of the previous, overly complex social protection strategy (NSPS/SNPS 2018-2022) was deliberately framed as a light review focusing on MASS-specific areas of responsibility, given the many constraints that had hampered the multisectoral strategy's implementation.

Furthermore, due to logistical constraints, the evaluation suffered delays which slowed down the design of a new social protection strategy. Finally, challenges remain in terms of macro-economic M&E given the lack of data sources able to produce frequent, high-quality sector-specific data. This stands in the way of evidence-based planning and result-based management.

3.2. Changes made to JP

In response to the delays and to mitigate the risk of the JP becoming a failure, the JP Steering Committee (SC) decided in November 2021; (1) to submit an official request the disbursement of the second tranche, (2) to ask for permission to be granted a six-month extension for the duration of the project, and (3) to approve a revised results framework to accelerate implementation.

The streamlined prioritized results framework focused on two main deliverables, viz.:

- i. the Integrated Financing Framework (INFF) to assess financing needs of the NDP and the SDGs by 2030 and propose a related integrated financing strategy;
- ii. following the NSPS 2018-2022's evaluation, the development of a fully costed new Social Protection strategy (2022-2026) including a budgeted action plan and comprehensive M&E framework to replace, and effectively upgrade, the previous strategy.

Under the third JP Outcome, a number of initially foreseen communication-related interventions and outputs linked to resource mobilization/fundraising to finance the NDP needed to be scrapped due to the delays and the resultant lack of remaining time for implementation.

4. Sustainability and Country Ownership

4.1. Sustainability and country ownership

The JP effectively allowed the country to move beyond being acquainted with the concept of the SDG approach, and to lay the foundational cornerstones for mainstreaming SDGs across its macroeconomic superstructure and processes across the board. Following this first phase, logically, the actual operational phase will (have to) follow. Thus, in terms of overall buy-in and ownership levels, all the stakeholders agree on the need to continue the joint efforts given that local capacities are still in need of being developed through external assistance.

This includes continuing with the JP as a strategic mechanism to support governmental institutions. The key results of the financial reform processes have all been achieved within the JP's extended life cycle. There is only exception, namely the design of the new iteration of the social protection strategy which cannot start before the on-going evaluation of the previous strategy's life cycle concludes.

With regards to the imminent implementation of the planned financial strategy and the roll-out of the various interrelated systems, a crucial concern is to ensure proper coordination and

collaboration between strategic approaches and systemic standards. More specifically, the top-most concern that requires immediately being addressed is the potential lack of coordination between, on the one hand, top-down strategic macroeconomic and related financial planning as well as SDG M&E efforts, and, on the other hand, bottom-up planning efforts in the framework of decentralization and deconcentration. There is currently a real latent risk of duplicating efforts and ending up with competing systems and standards.

Another risk would be that the delegated budget share given to the Prefectures to implement their respective localized SDG agenda, might be insufficient, and that this might undermine the overall national effort and/or result in exacerbating the urban-rural divide. Other than that, it is still not entirely clear whether total quantitative targets for national goals should either (a.) be set centrally to then be sub-divided among regions that would respectively derive their respective contribution or share (of localized SDG targets) from that total; or whether (b.) the regions should be determining their respective goals and indicators targets, autonomously and independently, with the sum of sub-national SDG target projections determining the national target value.

Presently, 50% of the NDP budget PND are covered. Thereof, 70% (i.e., 35% of the total planned budget) have been earmarked for disaster risk reduction-related activities. This includes the prevention and mitigation of adverse effects of climate change, to strengthen the resilience of households, agro-economic livelihoods, and the economy at large. The whole gamut of SDGs (including ending poverty, ensuring food security, protecting terrestrial and marine biodiversity, reducing inequalities including the rural-urban divide, gender disparities etc.) will directly or indirectly benefit from this strategic allocation. Various processes for identifying systemic and individual capacity building needs have been carried out (MASS/social protection).

However, further training in the use and application of related tools is needed in order to ensure their sustainability. In addition, the understanding of, and capacity to apply, specific technical approaches such as results-based management and budgeting, sensitization regarding the need for and the value of data disaggregation, gender sensitive budgeting, human rights based planning etc. need to be strengthened at the institutional level. Suitable institutional partners in this regard that should be considered as additional stakeholders for further related UN support would be INAP and INSTAD, including ADE as an autonomous entity consisting of national M&E professionals.

5. Communications

5.1. Communication products

The communication strategy was two-pronged, including sensitization across all government sectors in particular during the early stages preceding the roll-out of JP activities; as well public mediatization linked to official events. Whereas an official public launch event could not take place due to Covid-19 restrictions, high-profile launch events were organized, for launching the NDP, the SDG Investor Map and the DFA, respectively. Other than ensuring media coverage by press and radio of the events, the communication campaign also included standard elements of communication products such as the production and public display of banners, the distribution of leaflets and brochures etc.

5.2. Events

Type of event	Yes	No	Number of events	Brief description and any highlights
JP launch event (mandatory)	☐	☒	0	No formal JP launch event occurred due to Covid-19 restrictions

Annual donors' event* (mandatory)	☒	☐	3	National Development Plan launch, SDG Investor Map launch and Development Financing Assessment presentation events (all donors were invited to the events to attract additional funding)
Partners' event ** (optional)	☐	☐	0	Not applicable

* The Fund donor countries are Denmark, European Union, Germany, Ireland, Luxembourg, Monaco, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland. Please note that this event can be held together with a launch event or partners' event.

** Key advocacy outreach events with high level JP partners.

6. Lessons and Best Practices

6.1. Key lessons learned, best practices, and recommendations on SDG financing

Key lessons learned and best practices from the design and implementation phase of the JP include the following points:

The overall jointness of the JP is linked to the degree of agency-internal democratic planning and decision making processes. Related best practices were high levels of transparency and investing into internal communication, both of which were features of the emergency implementation plan which basically came about to kickstart the JP. The practice of inclusive participatory in-house decision making characterized cross-PUNO coordination and collaboration throughout 2022. The emergency plan provided a critical impetus which by late 2021 had arrived a critical juncture.

The prioritization and extension of the JP sparked genuine JP-related enthusiasm among programme staff which had previously had felt somewhat sidelined. This rescued the JP which at that point was seriously at risk of withering away due to massive delays and lack if not complete absence of operational traction during the initial year of the life cycle. Inclusive internal processes of decision making have proven to be key to uphold high levels of ownership among UN technical staff who are indispensable for making the JP a success since they are the ones responsible for the quality of the actual design and delivery of JP activities.

Linked to the above, related recommendations to ensure that synergies are systematically spotted and tapped into comprise the following:

- consider taxing military bases and establishing dedicated thematic partnerships between military bases and specific productive (sub-)sectors (ex.: TVET, renewable energy, advanced agriculture);
- advocate for WB involvement in overall UNCT coordination and financing and potentially additional JP PUNO (a potential first step could be to invite the WB to UNCT meetings as observers; the culmination of which would be co-chairmanship by the RCthe (O) and the WB director);
- promote WoG planning/programming and a related inter-sectoral budgeting and financial management;
- introduce a SWG structure and a donor coordination mechanism to be co-chaired by the Government and the UN/WB;
- mainstream results-based financing & gender-sensitive financing;
- use a pooled funding modality rather than parallel or pass-through funding to enhance flexibility;
- embrace flexible (sliding work) planning;
- establish different tiers of involvement (ad hoc programmatic, non-programmatic but purely fiduciary/budgetary contribution through a One Fund etc.) so that a maximum of UNCT members can participate in the JP, thus making it a true UN Flagship JP.

The above items are not inspired by best practices but lessons learned from the absence of these features. Discussions with staff allowed to extract these points as the most crucial desiderata.

6.2. Key lessons learned and best practices, and recommendations on Joint Programming

First and foremost, there is need to follow through with what has been started by the first JP cycle, by continuing with a 2nd JP phase to ensure full implementation of the INFF to ensure the operationalization of the NDP including managerial/M&E oversight for the remaining period of two years under the current NDP cycle 2020-2024; and thereafter, for the period 2025+ as part of the UNSDCF aligned with the next NDP iteration to try to further accelerate progress against SDG targets on the final stretch until 2030. This will require an updated and revised results framework including revised costing (DFA/INFF); but also, possibly, an improved organizational set-up including internal governance tools and processes, national capacity building, the introduction of an explicit ToC, SMART indicators etc.

Other relevant concrete recommendations building on key lessons learned and best practices would be:

- o Consider other potential PUNOs (advocacy for the World Bank to join UNCT meetings, potentially as co-convener alongside the RC; activate UNDP Regional Office to support capacity development including SDG RBM; ESARO UN Women for gender sensitive budgeting (GSB), UNODC to support interventions in the area of anti-Corruption, FAO/food security, taxation of military bases and mobilizing them for skills transfer in the area of technical and vocational education and training etc.);
- o Set up the new JP cycle as a One UN Flagship JP with a Pooled/One Fund (accepting in kind/financial contributions from all UNCT members);
- o Enlarge the circle of member institutions/agencies (state agencies for the fight against corruption, decentralization/deconcentration etc.);
- o Strengthen coordination and the WoG approach (macroeconomic governance: Development Partners Forum, Sector Working Groups (SWGs) etc. to share lessons learned from DaO including joint programming (Joint Work Plans, Results Groups, Joint Programmes/JP for the operationalization of programmes in support of the SDGs);
- o Merge complementary/interfacing if not overlapping UN(DP) interventions that so far have been evolving under the umbrella of other, distinct stand-alone projects located at the fringes yet outside of the JP (design of regional development plans, anti-corruption) into the JP so as to maximize synergies. This would also reduce the risk of duplication/lack of coordination and help minimizing transaction costs;
- o Avoid an overly rigid sequencing logic in the design of JP Outputs and introduce with partial overlap of activities; so as not to penalise other interventions/actors in case of delays of other interventions;
- o Promote the involvement of PUNOs technicians & government stakeholders beginning from the earliest stages in planning the next programmatic cycle (needs analysis, design of theory of change and results framework);
- o Map sectoral flagship strategies/policies/programmes & projects to identify overlaps and opportunities to create whole-of-government Joint Coordination Platforms to maximise synergies and reduce transaction costs (e.g., fighting corruption);

- o Produce a mapping of existing technical and managerial competencies and skills to identify and tap into synergies in training and knowledge translation, thus avoiding the duplication of efforts and wastage of scarce funds (example: private sector investment projections for various industrial sectors needed by the national investment agency/responsible Ministry, which could be modeled by the team of MEFI econometricians);
- o Advocate for the harmonization of Regional Development Plans (RDPs) with the NDP and vice versa.

Annex 1: Consolidated results framework

1. JP contribution to global programmatic results (full programme duration)

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

Indicators	Baseline 2019	Targets (end of JP)	Results (end of JP)	Notes
4.1: # of integrated financing strategies/instruments that were tested	0	1	2	Results exceeded set targets
4.2: # of integrated financing strategies that have been implemented with partners in lead	0	1	2	
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress	0	1	1	

2. Selected global operational effectiveness indicators (full programme duration)

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

- ☐ Yes, considerably contributed
☒ Yes, contributed
☐ No

The JP was negatively affected by the negative consequences of the COVID-19 pandemic, first and foremost the effects of social distancing restrictions resulting in massive delays due to (initial) difficulties in coordinating a multitude of stakeholders and getting them to finalize and approve the NPD. Since the NPD served as lynchpin of all ensuing activities that were arranged in a staggered, non-overlapping sequence, a huge operational and spending backlog built up throughout the first 18 months of the JP.

Thanks to a six-month no cost extension, the JP's operational life span was extended from the originally foreseen 18 months to a total of 24 months. This additional breathing space allowed for the joint delivery of interventions and outputs to really kick in as of early 2022, thanks to the reprioritized "Acceleration Plan" designed by the SC. Substantive benefits were derived from the jointness in planning, managing, delivering and overseeing the delivery of the JP during the 9 months of accelerated prioritized implementation.

2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

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

The JP allowed to avoid duplication of efforts thanks to enhanced UN coherence and coordinated multi-agency delivery of UN support to designing the new NDP including an M&E plan, realistically costing its results/programmes and projects and key initiatives/actions, designing a related resource mobilization strategy, implementing related fundraising and resource mobilization activities, and overhauling key policy sectors' tools and frameworks such as the social protection strategy.

3. Results as per JP Results Framework

Result / Indicators	Baseline	2021 Target	2022 Target	Result (end of JP)	Reasons for variance from original target (if any)
Outcome 1: An SDG Financing Strategy and its core institutional components are developed and implemented					
Output 1.1: Support the Government of Djibouti for the elaboration of the new National Development Strategy, including a costing and a result framework aligned with the SDGs					
Output 1.1.1 indicator: A new National Development Strategy elaborated	None	1	1	Elaborated new National Development Strategy	Not applicable
Output 1.1.2 indicator: A costing and result framework aligned with SDGs are developed within the new National Development Strategy	None	1	1	Completed costing and result framework	Not applicable
Output 1.2. Formulation of an inception report on initial data collection and analysis, bilateral consultations and first financing dialogues preparing the elaboration of the DFA and the INFF					
Output 1.2.1. indicator: Inception report formulated	None	1	1	Elaborated inception report	Not applicable
Output 1.3: Consolidate an INFF oversight committee that would provide the political executive mandate, but also the technical leadership of the recommendations of the DFA proposal for an INFF					
Output 1.2.1 indicator: Recommendations from the INFF oversight committee and technical leadership are incorporated in the DFA proposal	None	Discuss with key counterparts to collect recommendations	Consolidate the collected recommendations	Completed proposal Consultant's reports	Not applicable
Output 1.4. Undertake a Development Finance Assessment to identify the current status and prospects of the financing flows opportunities and suggest a roadmap of key financing solutions to be taken forward.					
Output 1.4.1. indicator: Development Finance Assessment completed	None	Preliminary work takes place	1	Completed DFA report	Not applicable

Output 1.4.2. indicator: current status and financing flows opportunities identified, and roadmap developed on key financing solutions	None	Preliminary work takes place	1	Completed DFA Consultants' interim reports	Not applicable
Output 1.5. Formulation of an INFF final report operationalizing an SDG financing strategy through INFF' building blocks					
Output 1.5.1. indicator: INFF final report operationalizing SDG financing strategy	None	Preliminary work takes place	1	Completed INFF road map Consultants' reports	Not applicable
Output 1.6: Establish a multi-stakeholder national dialogue platform – whole of society approach – that facilitates dialogue and participation around financing from planning to allocation, to execution, to monitor and oversight. All of which to promote transparency and enhance accountability					
Output 1.6.1 indicator: A multi-stakeholder national dialogue platform is established	None	1	1	Agreement Reports of events of platform	Not applicable
Output 1.7. Undertake dialogues on financing, planning, allocation, M&E to promote transparency					
Output 1.7.1. indicator: Dialogues on financing, planning, allocation, M&E take place and promote transparency	None	Dialogues take place at least 2 times	Dialogues take place at least 6 times	Attendance list NTFs	Not applicable
Outcome 2: Planning and finance policy functions, processes and systems are integrated to accelerate SDGs achievement					
Output 2.1: Undertake the evaluation of the national social protection strategy for the period 2018-2022					
Output 2.1.1 indicator: National Protection Strategy evaluated for the period 2018-2022	None	Discussions with key partners take place	1	Delayed; to be completed in November 2022.	In addition to the evaluation of the national social protection strategy the JP also assessed related capacity development needs through a related assessment and gap analysis.
Output 2.2. Support for the development of the new national strategy focused on exiting poverty for the period 2022-2026 with a budgeted action plan and a monitoring and evaluation framework aligned on new NDP					
Output 2.2.1. indicator: new national strategy for social protection	None	Discussions with key partners take place	The elaboration of the new national strategy is ongoing	Delayed; will be conducted under the subsequent JP life cycle by the same PUNOs as originally foreseen	Available funds did not cover the costs of the development of the new strategy, but resulted in related building blocks.

Output 2.3. Develop resource mobilization strategies from public and private sectors					
Output 2.3.1 indicator: Resource mobilization strategies are developed for increasing financial flows from public and private sectors	None	Discussions with key partners take place at least 2 times	Resource mobilization strategies allow for increasing financial flows from public and private sectors	Consultants' reports MoFI reports	Not applicable
Output 2.4. Develop national investment strategies and plans					
Output 2.4.1. indicator: national investment strategies and plans developed	None	0	1	Completed national investment strategies and plans	Not applicable
Outcome 3: Private - domestic and international - resources are mobilized to respond to the NDP					
Output 3.1: Undertake networking and match-making events and forums regularly					
Output 3.1.1 indicator: Networking and match-making events and forums take place regularly	None	Events or forums are organized at least 3 times	Forums are held at least 4 times and over 5 collaborations are generated	Forums Attendance lists	This activity needed to be dropped from the work plan since the remaining time following the finalization of the INFF was insufficient to roll out subsequent networking and match-making activities
Output 3.2. Yield synergies to achieve SDGs					
Output 3.2.1 indicator (previously, 3.4.2) : Synergies to achieve SDGs are yielded	None	Matched partners discuss to concretize SDG acceleration initiatives	The initiatives are practiced and implemented	Project implementation/ documentation	Not applicable

Outputs 3.3 and 3.4 as well as all related indicators including under Output 3.2 (save indicator 3.4.2 which became the new indicator 3.2.1) were removed from the JP work plan because they were deemed non-essential for the emergency plan. This makes sense since these activities were all essentially downstream, communication-related activities.

Due to the delay in implementation, the JP could not reach the requisite degree of maturity in the implementation sequence which would have allowed for such activities to meaningfully come into play. All these activities will logically be primary candidates to be automatically considered for being plugged into the next iteration of the JP since in the logical sequence of interventions the time has by now become ripe for them.

Annex 2: List of strategic documents

I. - Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the role of the JP in finalizing the documents
National Development Plan 'Djibouti ICI' (2020-2024)	09/2021	Policy/strategic framework	The JP mobilized the technical assistance required for ensuring a lead role in the design of the NDP, the DFA and the INFF (co-creation; embedded consultants ensuring on-the-job capacity building of national staff, at the same time).
Development Financial Assessment	06/2022	Assessment and planning tool	
INFF	10/2022	Policy/strategic framework and operational tool	

II. - Strategic documents to which the JP directly contributed to

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the role of the JP in finalizing the documents
SDG Investor Map	10/2022	Strategic framework/reference and planning tool	The JP provided significant contributions throughout the design process(es) of these various documents. Contributions included substantive technical expertise (inputs provided by agency staff, international high-level planning advisor/consultant, national M&E consultant) accompanying if not co-leading the technical phases of conceptualization, work stream coordination, drafting, quality control/review and finetuning ; as well as the provision of related logistical support.
Voluntary National Review	07/2022	Planning and reference tool	
Evaluation of the national social protection strategy 2018-2022	09/2022	Evaluation report	
Capacity assessment of the Ministry of Social Affairs and Solidarity (internal document, underway)	09/2022	Reference and planning tool	
National SDG indicators'/NDP M&E framework	09/2022	Monitoring framework	

Annex 3. Communications materials

Communication products

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink
Article on UNDP website – SDG Investor Map	November 15, 2021	https://www.undp.org/djibouti/news/sdg-investor-map-djibouti
Article on Ministry of Finances’ website – SDG Investor Map	November 16, 2021	https://economie.gouv.dj/sdg-investor-map/
Article on main national newspaper – SDG Investor Map	November 18, 2021	https://www.lanation.dj/plateforme-sdg-investor-map-djibouti-pour-identifier-les-secteurs-dinvestissements-prioritaires-ancres-dans-les-odd/
Article on main national newspaper – New national development plan	February 14, 2022	https://www.lanation.dj/djibouti-lance-le-plan-national-de-developpement-djibouti-ici/
Article on UN Djibouti website – INFF	June 30, 2022	https://djibouti.un.org/fr/190764-lancement-du-cadre-de-financement-national-integre-inff