

## **TERMS OF REFERENCE**

### **Individual Contractor**

#### **1. Assignment Information**

|                                  |   |
|----------------------------------|---|
| <b>Assignment Title:</b>         | Consultant to Produce Evidence-based Narrative Report (Open for National and International Consultant)          |
| <b>Cluster/Project:</b>          | Integrating National Financing Framework (INFF) to Catalyze Blended Finance for Transformative CSDG in Cambodia |
| <b>Post Level:</b>               | Senior Specialist   |
| <b>Contract Type:</b>            | Individual Contractor   |
| <b>Duty Station:</b>             | Home-based and Phnom Penh, Cambodia   |
| <b>Expected Place of Travel:</b> | Phnom Penh, Cambodia  |
| <b>Contract Duration:</b>        | 1 September to 31 November 2022 (30 Working days)   |

#### **2. Background**

The Joint SDG Fund supports countries as they accelerate their progress towards the Sustainable Development Goals (SDGs). It operates through joint programmes (JPs) that provide the mechanism for transformative solutions implemented by governments and national stakeholders and supported by the UN Country Team led by Resident Coordinators (RCs). Strategic direction for the Fund is provided by the Strategic Advisory Group chaired by the Deputy Secretary-General as the chair of UN Sustainable Development Group. The Fund is managed by the Operational Steering Committee, comprised of representatives of 5 UN entities, and with the support from the Secretariat of the Fund. The UN Development Coordination Office (DCO) hosts the Fund and provides for the alignment with the broader UN Development System reforms. The Administrative Agent of the Fund, in charge of financial management, is the Multi-Partner Trust Fund Office (MPTF-O). Official documents (e.g., Terms of Reference and Operational Guidance) of the Fund and information on funding can be found on the [Gateway portal](#).

The SDG Financing: Enabling Environment portfolio was launched in the summer of 2020 with the release of grant funding up to US\$1 million to 62 JPs in 69 countries. Twenty-one UN agencies under the leadership of UN Resident Coordinators collaborated, building on UN-DESA methodological work, agencies' technical support at the country level and development partners' support. Although each JP is unique, all support governments in the development of SDG financing strategies – most in the form of [Integrated National Financing Frameworks \(INFFs\)](#). In a nutshell, this portfolio helps countries define the “financing” behind the “policies” and building the related capacities to operationalize financing reforms. It supports the linking of planning with financing. It drives coherence (and adequateness of) existing policies and institutional arrangements.

The JP titled Integrating National Financing Framework (INFF) to Catalyze Blended Finance for Transformative CSDG in Cambodia sets out an ambitious agenda to build a high quality, demand-driven financing framework for Cambodia (in line with the INFF concept developed globally) and to enable the expansion of development resources for accelerating the achievement of the CSDGs. The Joint Programme is jointly implemented by UNDP as Convening/ Administrative Agency and UNCDF as Participating Agency.

The underlying rationale of the programme is Cambodia's need to grow fiscal space and non-traditional sources of finance. The Government's priorities are to orient the policy and legislative agenda towards: (i) the identification and attraction of new sustainable sources of finance; (ii) the maintenance and boosting of existing flows to counterbalance the loss of Official Development Assistance (ODA) and meet new demands; and (iii) the use of data enhancements, budget and financial flow tracking to inform the progress of the CSDGs and development targets. The expected results of the JP are the delivery of a Cambodian Financing Framework (based on the INFF) and increased development resources, delivered via three facilities: (i) establishment of an evidence base on finance sources; (ii) policy and technical advisory; and

(iii) data for performance-based budgeting (PBB) and CSDG resource tracking. These three facilities will drive the expansion of resources through what/ where/ why-type activities. Critical outputs of the JP are publication of a new Development Finance Assessment, a series of deep-dive studies into regulatory and policy changes, innovations in capital flows, the linking of CSDG targets and data to Budget Strategic Plans (BSP) including the plugging of data gaps and developing new instruments for monitoring the progress of the CSDG financing.

### **3. Objectives**

The JP is required to develop an evidence-based final narrative report ("Final Report") covering a review of the JP activities and results over the 30 months implementation period. The unit of analysis is the JP in its entirety, i.e., outcomes, outputs, activities, and inputs that were detailed in the programme document and any associated modifications. The objectives of the assignment are to:

1. Collect and present evidence to review the extent to which the JP achieved its overall objective to unlock financial resources towards the SDGs and catalyse sustained change in the way government and its partners seek to finance the SDGs that will unlock resources into the future.
2. Review and provide evidence as to how the JP's activities have contributed to foster SDG acceleration at the country level.
3. Collect and present evidence to the extent to which the JP achieved its results as described in the JP document and result framework. This review should include the contribution towards the Joint SDG Fund's Outcome 4 and Output 2.
4. Review the extent to which the JP has contributed to strengthening the UN Development System (UNDS) reform and describe the level of coordination between relevant actors, especially participating UN agencies (PUNO) and government.
5. Review the extent to which the JP has contributed to creating sustainable partnerships and collaborations with local and international partners from public and private sectors.
6. Review to which extent the JP has contributed to mainstream gender equality and human rights.
7. Review the extent to which local capacity has been built.
8. Review the likelihood of sustainability of the JP's results and the quality of the exit strategy. Review the planned next steps of the JP.
9. Based on the above, present the key progresses or achievements, lessons learned, best practices and areas for improvement to inform future interventions.

The JP in Cambodia's result framework, against which the programme should be reviewed, are in Annex 1.

### **4. Detail Scope of Work**

The independent consultant will prepare the Final Report in a phased manner, under the guidance of the UN Country Team, based on desk reviews, stakeholder consultations, field visits to Phnom Penh (if appropriate), and evidence-based contribution analysis and reporting of the JP's results as per the foreseen targets and indicators. The consultant shall review the extent to which the project results have been achieved, progresses made, partnerships established, systems changed, financial resources mobilized and aligned with the SDGs (including systemic changes that will mobilise and align resources after the JP ends), capacities built, and cross cutting issues (i.e., gender, human rights) addressed. Finally, the report shall recommend areas for improvement and learning. The report is intended to provide evidence of the contribution of the JPs to the Joint SDG Fund's results and identify lessons learned and best practices for future interventions.

The scope of the exercise covers the entire period of the implementation, between 1 June 2020 and 31 December 2022, of the JP titled Integrating National Financing Framework (INFF) to Catalyze Blended Finance for Transformative CSDG in Cambodia. The report shall include the following:

- Contextual Analysis

- Brief review of the scope and focus of the JP considering the development landscape, the contextual changes happening in the country as well as its contribution to strengthen the UNDS reform at the country level and to accelerate the progress on the SDGs.
- Overview of Strategic Results
  - The consultant will conduct a detailed review and analysis of JP progress reports, results framework, workplan, acceleration plan, communications materials, and any other relevant document. The consultant will also conduct consultations/interviews with key stakeholders both including PUNOs, government partners, private sector, and other stakeholders as relevant.
  - This will lead to an overview of the JP's contribution to strategic results, including its progress toward an INFF, contribution to SDG acceleration, contribution to increased SDG financing flows, leverage of strategic partnerships, contribution to UN development system reform in terms of enhancing the role of the RC and facilitating UN coherence and efficiency in the country team, and contributions to cross-cutting issues including gender, human rights, and COVID-19 recovery.
- Results by JP Outcomes and Outputs
  - Based on the analysis of JP materials and consultations with stakeholders referenced above, the consultant will review and describe the JP's progress toward its specific outcomes and outputs.
- Challenges and Changes
  - The consultant will provide a description of the challenges and risks faced by the JP during implementation and explain the appropriateness of the JP's responses and risk mitigation measures.
- Sustainability and National Ownership
  - The consultant will review and describe the next steps and sustainability of the JP's strategy and results, with particular reference to local ownership and capacity building of key stakeholders.
- Communications
  - The consultant will review the implementation of the communication strategy/plan of the JP and provide a brief description/highlight of the events organized as part of the JP.
- Lessons learned and best practices
  - Based on the review of materials and consultations with stakeholders, the consultant will identify lessons learned and best practices from the JP's implementation, with the purpose of identifying recommendations for the successful implementation of future JPs and SDG financing programmes.
- Annexes
  - The consultant will include the results framework of the JP and summaries of all stakeholder consultations and interviews, as well as any additional relevant material in the annexes.

The consultant will need to present evidence of development results or intermediate measures of tangible progress toward them. This assignment requires an advanced aptitude for analyzing complex information from different sources, identifying most essential insights, and articulating multi-faceted and cross-sectoral findings in a clear and concise manner. It will also require the ability to quickly acquire optimal understanding of a complicated country context and undertake high-quality research using both quantitative and qualitative methods.

Precise outputs include:

- **Producing Inception Report/Work Plan (2-5 pages)**

Initial review of documents and exchange with the UN country team shall result in the outline of work plan to produce the final report. The inception report should include the list of interviewees, key documents

and materials that the consultant will review for this process, other methods, sources, and procedures for data collection and a concrete timeframe for the work plan milestones and deliverables. The inception report frames a common agreement and understanding of what is to be produced by the consultant, the UN country team, and relevant partners. The report is shared within the first 5 workdays of the contract.

- **Producing the Final Report (maximum 30 pages)**

The Final Report will consolidate the overall progress, innovations, and lessons learned based on concrete evidence and cases. The Report will focus on reporting results and transformative changes (including tangible, evidenced intermediate outcomes toward them) rather than listing of activities. The report should focus both on the JP's progress against targets (what) as well as how the JP contributed to enhancing UN coherence, coordination, and efficiency at the country level (how). The report should include detailed references and/or annexes to substantiate its findings. The report should follow the outline stated in Annex 2. The questions in the template (UN country teams can adapt and expand it as needed) define the information that must be generated and presented in the Evidence-based Final Narrative Report.

## **5. Expected Outputs and Deliverables**

| <b>No</b> | <b>Deliverables/Outputs</b>   | <b>Estimated Duration to Complete</b> | <b>Target Due Dates</b> | <b>Review and Approvals Required</b>   |
|-----------|---|---------------------------------------|-------------------------|--|
| <b>1</b>  | Satisfactory submission of inception report (2-5 pages) with a detailed work plan, including list of interviewees, key documents and materials to be reviewed, other methods, sources, and procedures for data collection and concrete timeframe for the work plan milestones and deliverables. | 5 working days                        | Mid-October 2022        | Review by UNDP's Economists and UNCDF's Senior Regional Technical Advisor and Approval by Head of Policy and Innovation Unit |
| <b>2</b>  | Submission of draft report including list of interviews/consultations done and presentation key findings to UNDP, UNCDF and Steering Committee of the JP.   | 20 working days                       | Mid-November 2022       |  |
| <b>3</b>  | Satisfactory submission of final report (maximum 30 pages) containing overall progress, innovations, and lessons learnt based on concrete evidence and cases.   | 5 working days                        | End-November 2022       |  |

## **6. Institutional Arrangements**

The consultant will work under direct supervision of Programme Manager of the Joint Programme who works in close consultation with the Programme Analyst at UNDP Country Office and the Economic

team of UNDP. S/he will coordinate the Office of the UN Resident Coordinator and UNCDF's Senior Regional Technical Advisor.

## **7. Duration of the Assignment**

The duration of the assignment will be from 1 September 2022 to 30 November 2022 for the total working days of 30 days.

## **8. Duty Station**

The duty station for this assignment is a combination of home-based and Phnom Penh. Given the COVID-19 travel restrictions, virtual delivery would be the norm, however in the event that travel is required, subsistence and accommodation expenses, travel, and all other related costs will be covered by the project, prior to each separate assignment taking place. The reimbursement of the associated costs will be made through an F-10 reimbursement form.

Selected staff expected to travel to the Country Office (CO) in country (Cambodia) is (are) required to undertake the UNDSS *B Safe* training package (available at this link: <https://training.dss.un.org/course/category/6>) prior to travelling.

## **9. Minimum Qualifications and Criteria**

|                       | <b>Technical Evaluation Criteria</b>  |
|-----------------------|---|
| Education:            | Master's degree in Economics/Finance, development studies, social sciences, or other relevant fields  |
| Experience/Knowledge: | <ul style="list-style-type: none"> <li>• At least 10 years of professional experience in international development and cooperation out of which at least 3-4 years of professional experience in SDG financing</li> <li>• Successful track-record on producing a minimum of 5 reports, reviews, assessments or evaluations of development programmes, funds, or complex projects overall, with a minimum of 2 conducted on JPs</li> <li>• Excellent writing skills required, as demonstrated by previous high-quality research/analytical reports on relevant topics</li> <li>• Expertise in Result-Based Management (or Result-Oriented Management)</li> <li>• In-depth understanding of multi-stakeholder and cross-sectoral project/programmes</li> <li>• Previous experience of work in Cambodia or countries of similar context, especially with a development partner or government is a very strong advantage</li> <li>• A specific experience in similar assignment in similar international development contexts is an advantage</li> <li>• Knowledge of human rights-based and/or Leaving No One Behind approach will be an asset</li> <li>• Experience of working with UN development system will be an asset</li> </ul> |
| Competencies:         | <ul style="list-style-type: none"> <li>• Strong analytical and synthesis skills, including ability to quickly assess a diverse range of information and ability to extract essential insights from complicated information</li> <li>• Demonstrates integrity by modelling the UN's values and ethical standards</li> <li>• Promotes the vision, mission, and strategic goals of UNDP</li> </ul>   |

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"> <li>• Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability</li> <li>• Demonstrate corporate knowledge and sound judgment.</li> <li>• Informed and transparent decision making</li> <li>• Positive and results-oriented attitude, able to meet targets/deadline</li> </ul> |
| Languages: | Fluency in written and spoken English   |

#### **10. Criteria for Evaluation of Level of Technical Compliance**

| <b>Technical Evaluation Criteria</b>  | <b>Obtainable Score</b> |
|---|-------------------------|
| Master's degree in the field of Economics/Finance, development studies, social sciences or other relevant fields  | 20                      |
| At least 10 years of professional experience in international development and cooperation out of which at least 3-4 years of professional experience in SDG financing   | 40                      |
| Superior written communication skills and successful track-record on producing a minimum of 5 reports, reviews, assessments or evaluations of development programmes, funds, or complex projects overall, with a minimum of 2 conducted on JPs. | 15                      |
| Experience of work in Cambodia or countries of similar context, especially with a development partner or government, and experience in working with multi-stakeholder and cross-sectoral project or programmes                                  | 15                      |
| Expertise in Result-Based Management/Result-Oriented Management   | 10                      |
| <b>Total Obtainable Score:</b>  | <b>100</b>              |

#### **11. Payment Milestones**

The Consultant will be paid on a lump sum basis as per the following milestones:

| <b>No</b> | <b>Outputs/Deliveries</b>                                      | <b>Payment Amount %</b> |
|-----------|--|-------------------------|
| 1         | Upon satisfactory completion and submission of deliverable # 1 | 20%                     |
| 2         | Upon satisfactory completion and submission of deliverable #2  | 50%                     |
| 3         | Upon satisfactory completion and submission of deliverable #3  | 30%                     |

## Annex 1: Revised Joint Programme Result Framework

| Result / Indicators   | Baseline  | Target Year 1   | Results Year 1   | Brief explanation if result is different from target | Expected Target Year 2   | Expected final target (if different from Year 1&2)  | Brief explanation (if Expected final Target is different from Year 1&2)   | Means of Verification | Responsible partner |
|---|---|---|--|--|--|---|---|-----------------------|---------------------|
| <b>OUTCOME 1: Cambodia develops a best-practice financing framework (which meets INFF) driving effective and integrated financing for CSDGs</b>   |   |   |  |  |  |   |   |                       |                     |
| Outcome 1 indicator<br>INFF standard framework in place   | No  | Not Applicable  | Not Applicable   |  | Yes  |   |   | Project reports       | UNDP & UNCDF        |
| Output 1.1: An evidence-based assessment is conducted to identify resource and institutional capacity gaps in financing CSDGs.  |   |   |  |  |  |   |   |                       |                     |
| Output 1.1 indicator: DFA 2   | Unpublished initial DFA                                       | Draft DFA 2   | Finalisation of DFA 2  | As planned   | DFA 2 report launched and published  | No change Status: Completed   |   | Project reports       | UNDP                |
| Output 1.1 indicator: On-line inventory/ library of reports is available  | Atomized, disjointed, hard to locate studies & evidence       | On-line inventory/ library of reports is available              | A broad stocktake of various SDG financing reports is being procured | As planned   | Info Addition to RCO Website   | No change Status: Completed   |   | Project reports       | UNCDF               |
| Output 1.2: An integrated SDG finance strategy is developed, enabling Cambodia to meet its SDG commitments, and new/ existing finance inflows are maximized.  |   |   |  |  |  |   |   |                       |                     |
| Output 1.2 indicator: # of evidence-based studies on sources of finance published with MEF  | Limited evidence base on sources of finance                   | (1 of 4) deep-dive studies and/ or detailed proposals published | Capital Markets Assessment being implemented – procured 2020         | As planned (q1 2021)                                 | Remaining 3 deep dive studies published  | Status: Completed – further study related to credit ratings planned q1 2022 as per MEF request (demand driven)  | New emerging study to enable issue of KHR Bonds 2022  | Project reports       | UNCDF               |
| Output 1.2 indicator: At least 1 new source taken up (Khmer Riel bonds; remittance flows & impact finance)  |   | Preliminary review and stakeholder consultations completed      | Studies being conducted and procured                                 | As planned   | At least 1 new source taken up (Khmer Riel bonds; remittance flows & impact finance) | No change Status: Completed the feasibility study on Khmer Riel bond issuance to inform MEF on market demand Further support to MEF in 2022 on the development of issuance plan and process of issuance as per request from MEF. Cambodia SDG Investor Map publish on Global SDG Investor Platform in 2022. | New demand from MEF to build on the feasibility study and support MEF to issue first local currency bond successfully in 2022.  | Project reports       | UNDP                |
| Output 1.2 indicator: Financing strategy published/developed  | No clear financing direction/ vision                          | Not Applicable  | Planned to start in Q4 2021  |  | Financing strategy published   | Target Q2 2022 for initial draft  | Transfer to RGC ownership > Q2 2022   | Project reports       | UNCDF & UNDP        |
| <b>OUTCOME 2: Mechanisms for monitoring and evaluating budget execution against national (RS, NSDP) and CSDG targets are strengthened; and systems proposed to track resource allocation and mobilization by CSDG and RGC policy targets, to better inform budgetary, investment and financing decisions.</b> |   |   |  |  |  |   |   |                       |                     |
| Outcome 2: indicator: % of BSPs employ CSDG targets as outcomes (& gender disaggregated)  | No direct connection CSDGs & budget execution                 | Not Applicable  | Not Applicable   |  | 50% of BSPs employ CSDG targets as outcomes  | No Change   |   | Project reports       | UNDP                |
| Outcome 2: indicator: Mechanism to deliver SDG/ policy-based analysis made available  | Limited mechanisms to track spending & flows by policy target | Not Applicable  | Not Applicable   |  | Mechanism to deliver SDG/ policy-based analysis made available                       | No change   |   | Project reports       | UNDP                |
| Output 2.1. In line with RGC commitments within the CSDG Framework, formal M&E links between BSPs, the RS IV and the CSDGs are established within the PFM process.  |   |   |  |  |  |   |   |                       |                     |
| Output 2.1 indicator: Mechanism in place for performance review   | No formal link CSDGs/ budgets, & missing data                 | CSDG targets for BSPs are identified & data gaps filled         | Planned to start in Q4 2021  |  | Mechanism in place for performance review  | Harmonization of M&E mechanisms between CSDGs and NSDP introduced, building on the findings from mid-term review of NSDP 2019-2023, CSDG budget tagging and ODA database.   | Under this output, revised activities have been identified based on consultation with key government partner and the revisions have been approved by the steering committee.  | Project reports       | UNDP                |
| Output 2.2 Review and recommend pathways to enable national policy target and/or CSDG-based analysis and reporting of the budget and resource flows.  |   |   |  |  |  |   |   |                       |                     |
| Output 2.2 indicator Full proposals to reshape CoA jointly published with MEF   | CoA does not allow for policy-based coding                    | Feasibility review & diagnostic published                       | Planned to start in Q3 2021  |  | Full proposals to reshape CoA jointly published with MEF                             | Methodology and training on CSDG budget tagging put in place  | According to the consultations with key government partners, conducting an initial mapping of the national budget against the SDGs, and to test a methodology to tag the contribution of budget programmes and sub-programmes to the SDGs is recommended. | Project reports       | UNDP                |
| Output 2.2 indicator SDG/ RS IV Coding of ODA published   | CDC flow recording does not enable SDG or policy analysis     | Not Applicable  | Planned to start in Q1 2022  |  | SDG Coding of ODA published  | Review of SDG tracking of ODA inflows published   |   | Project reports       | UNDP                |

## **Annex 2: Joint SDG Fund Template for the Joint Programme Evidence-based Final Narrative Report**



**Joint SDG Fund**  
 Template for the Joint Programme  
 Evidence-based Final Narrative Report  
**SDG FINANCING PORTFOLIO – COMPONENT 1**

## Cover page

**Date of Report:** day / month / year

| <i>Programme title and Country</i>  |
|---|
| <b>Country:</b><br><b>Joint Programme (JP) title:</b><br><b>MPTF Office Project Reference Number<sup>1</sup>:</b>   |
| <i>Programme Duration</i>   |
| <b>Start date<sup>2</sup></b> (day/month/year):<br><b>Original End date<sup>3</sup></b> (day/month/year):<br><b>Actual End date<sup>4</sup></b> (day/month/year):<br><br><b>Have agencies operationally closed the Programme in its system: Yes/No</b><br><b>Expected financial closure date<sup>5</sup>:</b> |
| <i>Participating Organizations / Partners</i>   |
| <b>RC</b> (name and email):<br><b>Government Focal Point</b> (ministry/agency, focal point name and email):<br><b>RCO Focal Point</b> (focal point name and email):<br><b>Lead PUNO</b> (focal point name and email):<br><b>Other PUNO Focal Points</b> (focal point names and emails):                       |

<sup>1</sup> 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](#).

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

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

<sup>4</sup> 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](#).

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

| <b>Programme Budget (US\$)</b>  |                             |            |       |  |
|---|-----------------------------|------------|-------|--|
| <b>Total Budget</b> (as per Programme Document, without co-funding):                                |                             |            |       |  |
| <b>Agency/Other Contributions/Co-funding</b> (if applicable):                                       |                             |            |       |  |
| <b>Joint SDG Fund Contribution<sup>6</sup> and co-funding breakdown, by recipient organization:</b> |                             |            |       |  |
| Agency/others   | Joint SDG Fund contribution | Co-funding | Total |  |
| PUNO1   |                             |            |       |  |
| PUNO2   |                             |            |       |  |
| PUNO...   |                             |            |       |  |
| <b>Total</b>  |                             |            |       |  |

| <b>External Consultant Details</b>             |
|--|
| <b>Name:</b>                                   |
| <b>Title and organization</b> (if applicable): |
| <b>Email:</b>                                  |

**[DELETE THIS SECTION BEFORE SUBMISSION]**

*As per the Fund's ToR, all JPs are required to provide an Evidence-based Final Narrative Report after the completion of the activities in the JP Document, NO LATER THAN TWO MONTHS after the operational closure of the JP. The report shall provide information on the overall results of the Joint Programme including the final year of the activities.*

*The Lead Agency and RCO will compile inputs of PUNOs and submit a consolidated report to the Fund Secretariat through the Resident Coordinator.*

*Building on continued efforts made in the UN system to produce results-based reports, the report should demonstrate how the outputs collectively contributed to the achievement of the agreed upon outcomes of the applicable Strategic (UN) Planning Framework guiding the operations of the Fund.*

*In support of the individual programme reports, please attach any additional relevant information and photographs, assessments, evaluations, and studies undertaken or published.*

**Overall instruction to complete the template:**

- Do not go over the maximum number of words/pages per section – the report should be maximum 30 pages excluding this cover page, table of contents, abbreviations, and annexes.*
- Be succinct and to the point. Be as concrete as possible. Avoid theoretical, vague or conceptual discourse.*
- If you use any acronyms, please include them in a list of abbreviations before the executive summary*
- The report should be submitted in one single Word or PDF file.*
- Annexes can be added to the report but need to be clearly referenced, using footnotes or endnotes within the body of the narrative.*
- When in doubt or if there is a need for additional clarification, contact your JP's Fund Secretariat focal point.*
- Delete all instructions (in orange) after completing the report.*

## Table of contents

- Including page references for all sections and annexes.

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

## Abbreviations

- Include a list of abbreviations used in the report.

## Executive summary

- In maximum 1 page, summarise the most important achievements of the JP and the key messages based on the evidence collected and analysis. Highlight the elements and recommendations considered critical to be included in the Joint SDG Fund Final Report of the SDG Financing portfolio.

## Context

- In 1 page, provide a summary of the JP's intervention logic, objectives. Briefly describe the socio-economic context and key development challenges and beneficiaries. Briefly explain how the JP fits into the government's priorities and national development plans.

## Joint Programme Results

- This section is the most important and particular attention should be given to reporting on results / and changes that have taken place rather than on activities. This section should be evidence based and guided by the TOR. In addition to development results, highlight how the JP contributed to enhancing UN coherence and coordination and the formulation/implementation of UNDAF/UNSDCF as well as what lessons learned and best practices can be applied to future interventions.

### 1. Overview of Strategic Final Results

#### 1.1. Overall assessment (max 100 words)

- Provide an overall assessment of JP implementation in terms of the achievement of its intended results, outcomes and outputs

- ☐ 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)

- Briefly outline the justification for the assessment.

#### 1.2 Key results achieved (max 500 words)

- Identify maximum 3 key transformative and catalytic results the JP has produced that fostered a systemic change in the country. Focus on system-wide results, not process, in advancing the 2030 Agenda.

#### 1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks (max 2 pages)

- Please report on the results of the JP according to the INFF building blocks and implementation stages in the table below.

| Implementation stages        | Planned (0%)             | Emerging (1-49% progress) | Advancing (50-99% progress) | Complete (100% progress) | Previously completed     | Not applicable           |
|------------------------------|--------------------------|---------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|
| 1. Inception phase           | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Assessment & diagnostics  | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Financing strategy        | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Monitoring & review       | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Governance & coordination | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- Provide a brief description of the progresses made or results achieved in the Inception Phase. Has an INFF Roadmap been developed and/or adopted by the government? What are the roadmap's key recommendations and timeline?
- Provide a brief description of the progresses made or results achieved under Assessment & Diagnostics. Indicate what diagnostic tools/methodologies have been used (Development Finance Assessment, Public Expenditure Review, Fiscal Space Analysis, Feasibility Study, etc.) and explain how the evidence generated has contributed to the development of the financing strategy and/or changes in policy processes towards financing the SDGs. Was a national plan/SDG/sector costing or budgeting carried out?
- Provide a brief description on the progress or intermediate results achieved/expected under Financing Strategy. Indicate if the Financing Strategy is already being implemented by the government and which national plan/policy was it designed to support. Summarize what are the main objectives of the financing strategy to foster SDG acceleration (i.e., mobilize public revenue, unlock private capital, align public budget with the SDGs, design new financial solutions, strengthen coordination on SDG Financing, etc...). Provide description of the financial reform(s) prioritized by the financing strategy (i.e., Results-Based Budgeting, Tax revenue, public funds, MTEF, Digital Finance, Financial Inclusion, Capital market, etc.). Provide a description of how the government is and will continue to use the Financing Strategy into the future highlighting any changes in planning and financing policy cycles that will be sustained into the future. Note any targets (including quantitative targets) either set within the financing strategy or to which the financing strategy responds.
- Provide a brief description on the progress or intermediate results achieved under Monitoring and Review. Explain which tools and processes have been brought together or established to monitor the implementation of the INFF and/or track the financial flows towards the SDGs. Describe how the activities supported under the JP will help the government monitor financing and its impact differently into the future.
- Provide a brief description on the progress or intermediate the results achieved under Governance and Coordination. Explain what the main functions of the INFF oversight body are and who are the members. Indicate as well where is the INFF Oversight Committee housed and if it has been embedded into an existing governance structure. Indicate if a secretariat function is established for the INFF Oversight Committee and where it is housed, if applicable. Has there been any changes in processes related to SDGs financing dialogue and coordination (e.g. creation of an SDG financing dialogue platform)? Indicate how these elements of governance and coordination will continue to be used in the future.

#### 1.4. Contribution to SDG acceleration

- Please list the priority SDGs indicators the JP has contributed to or will contribute in the near term as a result of the SDG Financing Strategy and activities carried out under the JP. Include baseline, targets, actual results achieved/to be achieved in the near term, and reasons for deviation from initial targets, if any (maximum 5 SDG indicators).

| SDGs indicators | Baseline | Expected target | Actual results achieved/to be achieved in the near future | Reasons for deviation from targets, if any |
|-----------------|----------|-----------------|---|--|
|                 |          |                 |   |  |
|                 |          |                 |   |  |
|                 |          |                 |   |  |
|                 |          |                 |   |  |
|                 |          |                 |   |  |

#### 1.5. Contribution to SDG financing flows (max 500 words)

- Provide a brief description of how the SDG Financing Strategy and enabling environment results will unleash public and private financial flows for the SDGs. What are the early indications of mobilization of additional financial resources towards the SDGs?

Provide a brief description of the JP's results achieved to mobilize financial resources to achieve the Nationally Determined Contributions (NDC) targets through the development and implementation of the Financing Strategy.

#### 1.6. Results achieved on contributing to UN Development System reform at the (max 500 words)

- A key purpose of the Joint SDG Fund is to enable the UNDS/CTs to provide system-wide support to the SDGs at the country level and catalyse UN coherence. Hence, please provide concrete cases of how the JP has made change and led to strengthening the UN system working together in partnership with the government and other stakeholders with the Resident Coordinators in the lead, fostering policy coherence and reducing duplication of efforts. How was UN coherence promoted in the design, implementation, and monitoring of the JP?
- Explain how the Joint Programme has been more efficient and reduced transaction costs in comparison to what could have been done through a single agency's intervention. To what degree did the JP reduce duplication of efforts by PUNOs?

Describe how and to which extent the program has contributed to the strategic UN planning frameworks (e.g., UNDAF/UNSDCF) and other strategic documents.

#### 1.7. Results achieved on cross-cutting issues (max 200 words)

- Provide a brief description on the results achieved in promoting cross-cutting UN issues with a special focus on gender equality, women's empowerment, human rights, decent work, inclusion and leaving no one behind through the SDG Financing Strategy in partnership with the stakeholders. Provide the estimated % of overall disbursed funds that was spent on gender equality or women's empowerment.

#### 1.8. Results achieved on COVID-19 recovery (max 200 words)

- Provide a brief description of how the JP helped the government and partners to strengthen ways to finance the recovery from the pandemic?

#### 1.9. Strategic Partnerships (max 500 words)

- Provide a brief description of how the JP created/strengthened new/existing/non-traditional partnerships with diverse stakeholders to drive transformative change on SDG Financing, especially with the private sector and development partners (i.e., World Bank, IMF, European Union). Refer only to the most strategic partnerships and/or to the alignment with broader UNCTs partnership approach that leveraged UN capacity, resources and assets to lift and scale up the SDG Financing efforts in the country

#### 1.10. Additional financing mobilized (max 300 words)

- Fill out the table below and provide a brief description if the JP secured additional financing towards the SDG Financing Strategy in terms of co-funding or co-financing from the government, IFIs, PUNOs and other public and private sector partners. Please reference any examples where the JP activities have catalysed changes by development partners or others actors who have committed resources to support the strategy, or taken action to align their own strategy or programming with the strategy, even if this hasn't resulted in direct support for the activities of the JP itself.

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

## **2. Results by JP Outcome and Output**

### 2.1. Results achieved by Fund's global results (max 500 words)

- Complete Annex 1.1 and describe results under each Outcome and Output of the Fund. Describe if final targets were achieved or explain any variance against the planned results. Include a brief description of unintended effects, positive or negative under each outcome. Describe the monitoring and data collection methodology used to identify results.

## 2.2. Results achieved by Joint Programme Outcome (max 500 words)

- Complete Annex 1.3 and describe results under each Outcome. Describe if final targets were achieved or explain any variance against the planned results. Include a brief description of unintended effects, positive or negative under each outcome. Describe the monitoring and data collection methodology used to identify results.

## 2.3. Results achieved by Joint Programme Output (max 500 words)

- Complete Annex 1.3 and describe overall results under each Output. Describe if final targets were achieved or explain any variance against the planned results. Include a brief description of unintended effects, positive or negative under each outcome. Describe the monitoring and data collection methodology used to identify results.

## 3. Challenges and Changes

### 3.1. Challenges faced by JP (max 300 words)

- Explain challenges such as delays in implementation, and their nature such as management arrangements, COVID-19 impact etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact the overall achievements of results?

### 3.2. Changes made to JP (if applicable) (max 200 words)

- In case the JP requested changes overtime, explain how these modifications were appropriate to the new context/conditions.

## 4. Sustainability and Country Ownership

### 4.1. Sustainability and country ownership (max 500 words)

- Describe to what extent are the results from the financial reforms completed/ongoing/initiated likely to continue? Explain how the sustainability and scalability of the results will be ensured after the close of the JP. Describe planned next steps of the UN system in implementing the SDG financing strategy in the country along with expected needs and bottlenecks.
- Describe the level of ownership and buy-in of key counterparts and stakeholders in terms of continuing and championing the SDG financing strategy in the country. Explain what tools/processes have been put in place to ensure the SDG financing strategy and its implementation will be sustainable over time. Explain to what extent was the financing strategy embedded/anchored into existing national plans, policies, processes and governance arrangements.
- Describe to what extent the JP capacitated targeted beneficiaries and built capacity at the national level. Indicate whether the authorities/institutions have received the appropriate technical capacity to carry on the reforms included in the SDG financing strategy. If available, please provide the number of local stakeholders that benefitted from capacity building interventions. Describe if the Government and/or key counterparts still need UN support in the implementation of the SDG financing strategy at the closure of the JP?

## 5. Communications

### 5.1 Communication products (max 300 words)

- The Fund requires all JPs to submit and implement a communication strategy and allocate at least 5% of the overall JP budget for communications and visibility activities. Provide a brief description of the implementation of the JP's communications strategy/plan and budget, and complete Annex 3.

### 5.2 Events

- Indicate if the JP has organized any of the events below in person or virtually and provide brief description with highlights.

| Type of event               | Yes                      | No                       | Number of events | Brief description and any highlights |
|-----------------------------|--------------------------|--------------------------|------------------|--------------------------------------|
| JP launch event (mandatory) | <input type="checkbox"/> | <input type="checkbox"/> |                  |                                      |

|                                   |                          |                          |  |  |
|-----------------------------------|--------------------------|--------------------------|--|--|
| Annual donors' event* (mandatory) | <input type="checkbox"/> | <input type="checkbox"/> |  |  |
| Partners' event ** *(optional)    | <input type="checkbox"/> | <input type="checkbox"/> |  |  |

\*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 (max 300 words)

- Report key lessons learned and best practices of the JP that would facilitate future programme design and implementation, both programmatic and operational, in terms of promoting SDG financing strategies. Provide any recommendations to guide and improve future interventions on SDG financing, including recommendations from stakeholders engaged during the final report preparation. How should the nature and modalities of support differ in a follow up phase? Where should the support be prioritized? What should have been different, and should be avoided in an event of a next phase of the JP?

### 6.2. Key lessons learned and best practices, and recommendations on Joint Programming (max 300 words)

- Report any lessons learned and best practices of the JP faced in relations to implementation and UN coherence/efficiency. Provide any recommendations to guide and improve future interventions on Joint Programming, including recommendations from stakeholders engaged during the final report preparation. What should have been different, and should be avoided or improved in future Joint Programmes supported by the Fund?



## Annex 1: Consolidated results framework

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

- Provide data for the Joint SDG Fund global results (as per targets defined in the JP document).

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

| Indicators   | Baseline 2019 | Target (end of JP) | Result (end of JP) | Notes |
|--|---------------|--------------------|--------------------|-------|
| 2.1: US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of public and private sector funds |               |                    |                    |       |

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

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

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

- Provide data for aggregation at the global level of the Joint SDG Fund.

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

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

Explain briefly:

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)  
Explain briefly:

### 3. Results as per JP Results Framework

- *Present JP results in the following template*

| Result / Indicators  | Baseline | Original Target (as per ProDoc) | Revised Target (if applicable) | Result (end of JP) | Reasons for variance from original target (if any) |
|----------------------|----------|---------------------------------|--------------------------------|--------------------|--|
| Outcome 1 indicator  |          |                                 |                                |                    |  |
| Outcome 1 indicator  |          |                                 |                                |                    |  |
|                      |          |                                 |                                |                    |  |
| Output 1.1 indicator |          |                                 |                                |                    |  |
| Output 1.1 indicator |          |                                 |                                |                    |  |
|                      |          |                                 |                                |                    |  |

## Annex 2: List of strategic documents

- Complete the tables by focusing on documents that are of strategic importance for the JP results and for the priorities of the Joint SDG Fund in this portfolio and **attach a copy of all strategic documents to your submission.**

### 1. 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 document and the role of the JP in finalizing it |
|-----------------------|-----------------------------------|--|---|
|                       |                                   |  |   |
|                       |                                   |  |   |

### 2. 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 document and the role of the JP in finalizing it |
|-----------------------|-----------------------------------|--|---|
|                       |                                   |  |   |
|                       |                                   |  |   |

## Annex 3. Communications materials

### 1. Human interest story

- **Attach at least 1 human interest story** that summarizes the background, results achieved, impact made, and beneficiaries reached by the joint programme in line with the objective of the portfolio to support increased SDG financing flows and policy reforms.

### 2. Communication products

- Fill out the table below and **attach/provide links to articles, news/media items, videos, blogs or other major communication materials** developed by the joint programme.

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

## Annex 4: Stakeholder feedback

*If applicable, include a list of all stakeholders interviewed during the final report preparation and summarize their feedback.*

| No | Name of entity | Name of Representative | Title | Contact information | Role in the programme | Summary of feedback |
|----|----------------|------------------------|-------|---------------------|-----------------------|---------------------|
|    |                |                        |       |                     |                       |                     |
|    |                |                        |       |                     |                       |                     |
|    |                |                        |       |                     |                       |                     |
|    |                |                        |       |                     |                       |                     |
|    |                |                        |       |                     |                       |                     |
|    |                |                        |       |                     |                       |                     |
|    |                |                        |       |                     |                       |                     |