

LESSONS LEARNED FROM SDG FUND

SEPTEMBER 2019



**SUSTAINABLE
DEVELOPMENT
GOALS**



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*Empowered lives.
Resilient nations.*

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1. FOREWORD



Chronic child malnutrition continues to be one of the main challenges not yet solved in Bolivia. The Government, with the support of a SDG Fund joint programme, has developed various strategies to reverse this situation and fish farming is making a difference. © SDG Fund / Bolivia



More than a decade ago, representatives from the Spanish government boldly proposed that the United Nations strengthen its system and advance the Millennium Development Goals (MDGs) by working together and responding in the field, where it was needed the most. In 2007, The Millennium Development Goals Achievement Fund (MDG Fund) was born and led to 130 joint programmes, implemented by UN agencies across the globe.

Its groundbreaking work was later carried out by the Sustainable Development Goals Fund (SDG Fund), founded in 2014 to advance sustainable development and serve as a bridge between the MDGs and the SDGs. Carrying the MDGs' momentum and success into the future, the SDG Fund reimagined what partnerships and inter-agency collaboration meant to advance the SDGs. This document describes some key lessons learned on how the UN can advance the 2030 Agenda for Sustainable Development.

The SDG Fund's multi-sector, multi-agency approach offers an invaluable blueprint for the UN as it repositions itself to become more effective and responsive. The SDG Fund's joint programmes in 23 countries provide concrete examples of how UN agencies, governments, businesses, academia and civil society can work together to address

the world's most pressing challenges. Its work with 14 UN agencies shows that collaboration within the UN system is not only possible but is vital for success. It reduces silos at the UN while maximizing impact in the communities we serve—something we should always strive for.

As the SDG Fund prepares to close in September 2019, we hope its pioneering work and the important lessons we learned live on. Whether it is informing how to work across the UN system, how to attract multiple donors, how to engage the private sector, or how to ensure local and national governments are truly invested in the process, future initiatives can benefit from examining the SDG Fund's experience.

In order to make progress on issues such as poverty, food and nutrition, education, gender equality, and climate change, we must embrace the SDG Fund's unwavering commitment to multi-dimensional programming and multi-sector work. The UN and the people it represents could benefit greatly from this successful model.

We hope this document provides helpful guidance for such work. We look forward to sharing these lessons as a small contribution to create a more just, peaceful and sustainable world under the umbrella of the 2030 Agenda.

2. INTRODUCTION



In Mozambique the SDG Fund has promoted and facilitated gender-sensitive employment policies and work force skills. Also, it has improved small business production and business linkages to selected multinational enterprises © SDG Fund / Catherine Wong.



2.1. Purpose of this document

The **Sustainable Development Goals Fund** was an international multi-donor and multi-agency development mechanism founded in 2014 by UNDP on behalf of the UN system to support sustainable development through integrated and multidimensional joint programmes. Its main objective was to bring together UN agencies, national governments, academia, civil society and business to address the challenges of poverty, promote the 2030 Agenda and achieve the SDGs. Convening public-private partnerships for the SDGs was in the SDG Fund's DNA.

Building on the experience and lessons learned from the MDG Fund (2007-2013), the SDG Fund acted as a bridge from the MDGs to the SDGs, providing concrete evidence for how to achieve a sustainable and inclusive world post-2015 through integrated and multidimensional joint programmes.

The Government of Spain made an initial contribution of US \$40 million to establish the SDG Fund and subsequent contributions added up to US \$58.6 million. As an inter-agency mechanism, the SDG Fund worked with 14 agencies across the UN system, implementing joint programmes around the globe in 23 countries with a budget of about US \$70 million. National and international partners, including the private sector, provided 55% of the resources through matching funds for the joint programmes. Each joint programme contributed to several SDGs.

In December 2017 the SDG Fund began a winding-down process. Its Secretariat undertook a review to capture lessons from the past four years, identifying strategies that led to successful outcomes and strong impact. In hopes of sharing this experience with similar multi-partner trust funds, development practitioners, policymakers, civil society organizations, academia, the private sector and the UN, this report focuses on lessons learned in the following areas: governance; management and operations; joint programme management; monitoring and evaluation; private sector engagement; knowledge management; and communications and advocacy.

The report draws on existing documentation, including bi-annual reports, external evaluations of joint programmes, and regular communications with country offices and partners.

2.2. The SDG Fund model

Achieving the 2030 Agenda and its 17 SDGs depends on establishing successful and effective partnerships between the public and private sectors. This is precisely why the SDG Fund was established: to bring governments, civil society, businesses, academia and the UN agencies together to achieve the SDGs. Here are some key elements of the SDG Fund:

- **UN joint efforts.** Working with the SDG Fund meant working with the UN system as a whole. For each joint programme, the UN Resident Coordinator, in collaboration with the UN country team, determined which UN agencies should work together to address the challenge more efficiently. Bringing together specialized UN agencies with national counterparts, the SDG Fund's joint programmes offered integrated and holistic approaches to national and local development issues. Joint programmes helped tackle limitations of a single sector and avoided a siloed approach to development.
- **National ownership.** Governments at municipal, regional and national levels assume ownership more readily when initiatives are built using their vision, strategy, and framework. Development cooperation needs to be people-centric and respond to national priorities. The SDG Fund governance mechanisms ensured the full participation of national government and partners. All SDG Fund joint programmes were aligned with national priorities, as agreed by the UN and each national government in the UN Development Assistance Framework (UNDAF). Programme countries provided 25% of the resources. Joint programmes were executed nationally, increasing national partners' participation in strategic and financial decision-making. Even in the few cases when direct execution by UN agencies was more appropriate, the SDG Fund's joint programmes ensured that important decisions included all relevant national stakeholders.
- **Matching funds.** A key element of the SDG Fund was its matching funds system, which required SDG Fund's financial contributions to be matched by the joint programme partners. These included national and sub-national governments, UN agencies, the private sector and civil society. Matching funds ensure greater national

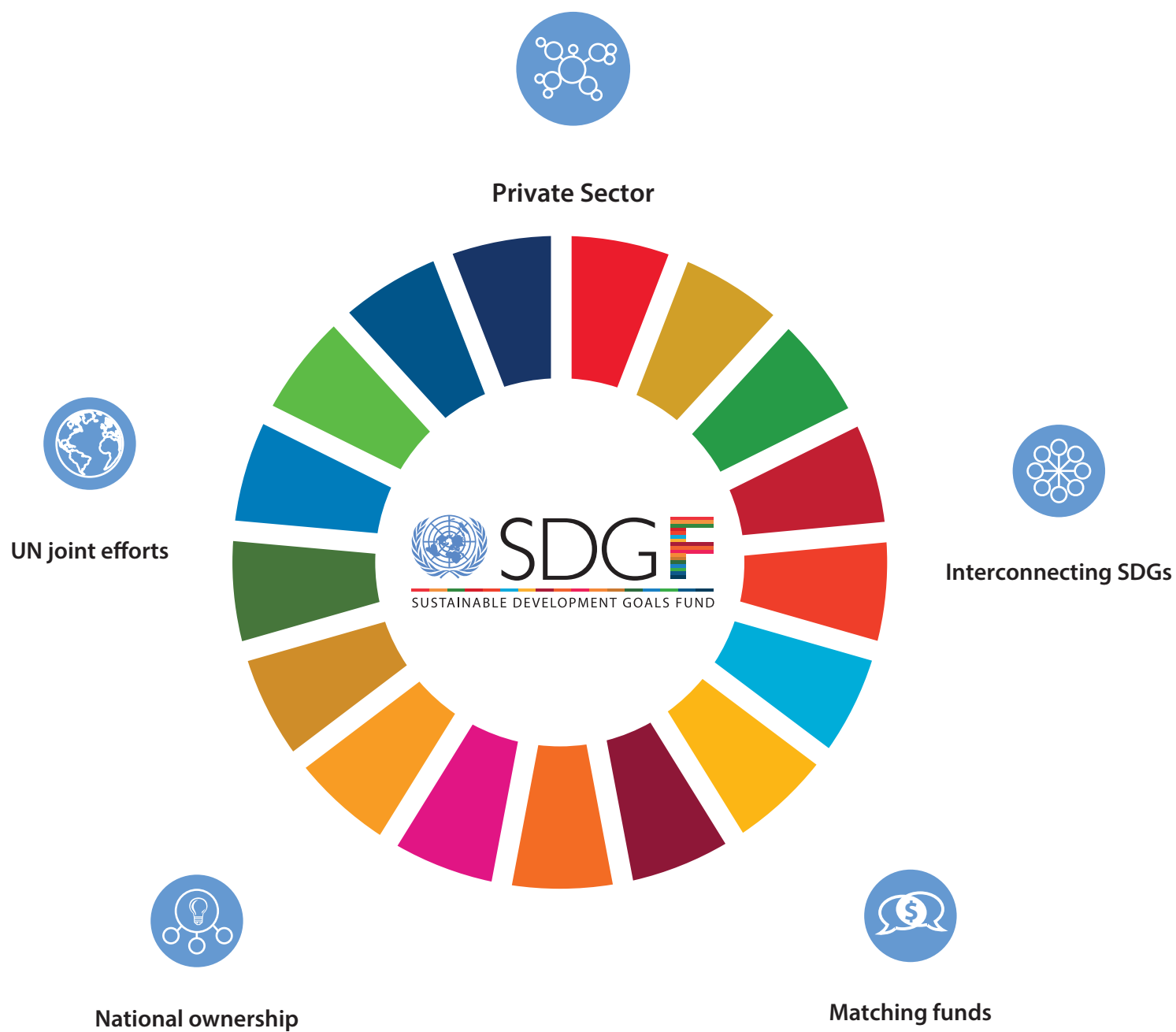
ownership and improve sustainability, since many of these initiatives are scaled up or inform new national policies. As a result, the SDG Fund leveraged in-country resources, with 25% of the resources coming from non-Development Assistance Committee OECD countries.

- **Interconnecting SDGs.** The 2030 Agenda is an integrated roadmap. It takes into account connecting factors, such as that lack of income negatively affects one's health, education and livelihood. Poverty is multi-dimensional; lack of income overlaps with lower health, education and living standards. Poverty eradication requires multi-faceted and integrated approaches, so breaking organizational silos is particularly important. Joint programmes contribute to several SDGs simultaneously. Some of the advantages of inter-sectoral approaches are: they reduce overlap and duplication among development programmes; increase cross-sectoral government interventions; enhance coordination among donors and line ministries; prevent competition for funds; and use the comparative advantage of each specialized development agency and partner. Most importantly, national counterparts acknowledge that joint programmes improve dialogue at the national level. When partners define a complex development issue, institutions and stakeholders work toward common solutions.

- **Private sector.** The SDG Fund established a Private Sector Advisory Group (PSAG), formed by leaders of several major businesses from industries worldwide. These leaders helped the SDG Fund build a roadmap for public-private alliances to provide large-scale solutions for achieving the SDGs. The group's goal was to collaborate and discuss practical solutions for sustainability challenges. It was committed to identifying areas of common interest and deciphering the best methods for an efficient and impactful UN-private sector engagement, as well as offering suggestions on how to work more effectively at the country level. By building on findings of three groundbreaking reports on business engagement in the SDGs with Global Compact, Harvard's Kennedy School, Business Fights and the University of Pennsylvania Law School, the SDG Fund in 2017 engaged leading private sector partners in co-designing innovative projects under a new thematic window of public-private sector collaboration. A new modality of engagement at the UN was devised, "Joint Programmes with the Private Sector." This included projects in the garment, fashion, food, architecture, sports, arts, energy, and infrastructure industries. The SDG Fund partnered with key figures in the creative industries, such as artists, architects and chefs, who

brought valuable perspectives and expertise.

Graph 1. Key elements
of the SDG Fund's model



3. FUND GOVERNANCE, MANAGEMENT AND OPERATIONS



The SDG Fund's joint programme in the Philippines has worked for a greater involvement of young girls and women in projects and programs involving sanitation and the reduction of water-borne diseases and the practice of public defecation in the open. © SDG Fund / Philippines



3.1. Functions and responsibilities

The SDG Fund was managed by a Secretariat physically hosted at the UNDP Bureau for External Relations and Advocacy. It maintained its own governance structure, with UNDP and the Government of Spain serving as co-chairs of its global Steering Committee. Other UN agencies (FAO, UNICEF and ITC) were also part of the Steering Committee, a reflection of the SDG Fund's inter-agency nature. As the administrative agent, the Multi-Partner Trust Fund Office's (MPTF Office) Executive Coordinator participated in an ex-officio capacity, and the SDG Fund Director acted as the Committee's secretary.

The SDG Fund created all foundational documents in line with the UNDP's rules and procedures as the host agency, the UN Development Group Guidelines and the MPTF Office's guidance, including: Terms of Reference (ToR), standard operating procedures, job functions, and roles and responsibilities of the Steering Committee and the Secretariat. The SDG Fund also relied on the MDG Fund for its foundational documents and governance arrangements.

The SDG Fund's Secretariat implemented the Steering Committee's decisions and the SDG Fund's annual work plan overseen by the global Steering Committee. The Secretariat's key responsibilities were: ensure proper implementation of joint programmes; coordinate and implement global programmes; promote engagement with non-traditional actors in development (such as the private sector, academia and creative industries); and lead the implementation of its four global strategies: monitoring and evaluation, communications and advocacy, knowledge management, and private sector engagement.

Apart from disbursement and financial monitoring of programmatic funds—which were directly managed by and according to the rules of the MPTF Office—the Secretariat maintained a budget for its overhead costs, which followed the UNDP's Financial Rules and Regulations.

3.2. Lessons Learned

1. Establish and systematize, as soon as possible, governance arrangements and management procedures

When establishing a fund Secretariat, it is best to clearly define the mechanisms of fund governance, management, decision-making processes, and reporting rules and procedures in the ToR and other materials at the onset. This will improve operations and reduce the Steering Committee's burden of dealing with routine matters, as well as allow greater focus on strategic direction and substantive decision-making.

Rules and procedures should be effectively implemented as this helps establish clear guidance for secretariat operations and improves efficiency. Guidelines and requirements in business work planning, budgeting and risk management should be closely followed. Governance arrangements should respond to a trust fund's specific needs while adhering to the UNDP's guidelines.

2. Ensure proper management of the Steering Committee and hold regular meetings

SDG Fund's governance arrangements were built on those of the MDG Fund. The Steering Committee's composition of only two members—UNDP and Spain—was part of the MDG Fund's legacy. However, the SDG Fund was built as a multi-donor mechanism and open to other donors, including matching funds and direct contributions. In addition, the SDG Fund's governance had to reflect its inter-agency nature. For that reason, the SDG Fund Secretariat—following the MPTF Office guidance and Multi-Donor Trust Funds new guidelines (approved in 2016 after the SDG Fund was already established)—suggested opening the governance structure to other agencies. This was implemented in 2017. The inter-agency audit also raised concerns about the lack of Steering Committee meetings from September

2015 to December 2017. Therefore, it is important to ensure that governance arrangements are clear from a fund's inception, that they include stakeholders, and that members are committed to meet regularly.

3. Ensure effective governance through transparency and accountability

Transparency and accountability have been key priorities for the SDG Fund since its launch. An internal platform was established so the Steering Committee's members and other stakeholders could access all programmatic information in a one-stop shop. Reports and minutes prepared for the Steering Committee are public and available on the SDG Fund's website.

4. Ensure effective planning of fund resources

Operating of a fund often requires establishing a new and independent unit. This includes creating job descriptions and the recruitment of personnel (staff, JPOs, secondments, interns) as well as their onboarding. Other tasks include management of service

providers, including the procurement of consultants and contracting of companies; and facilitating and processing of travels and payments (assets, rent, supplies, IT services and infrastructure, office retreats, workshops/ events/meetings, grants, hospitality, visas, etc.). Close attention must be paid to reporting and expiration dates of any agreements that need to be extended. Almost all activities—even those perceived as in-kind or free—have some costs. Advanced planning helps ensure availability of funds and fiscal discipline. Budgeting and expenses should be presented by function and by nature.

5. Establish a fund-level monitoring and evaluation strategy, including a theory of change and an exit strategy

Monitoring and evaluation should not be limited to and required only of field-level programmatic activities. Results-based management approaches should be applied at the fund level to document outputs and outcomes to monitor global activities and footprint. A monitoring and evaluation strategy, including a theory of change and an exit strategy, should be created at the onset to guide strategy and track performance.



In Côte d'Ivoire the SDG Fund has improved equitable access to justice services and restored people's confidence in justice. Through legal services of the Association de Femmes Juristes, thousands of people have benefited from free consultations on their legal rights on property ownership, rural land tenure, employment law, inheritance law, civil registrations and child support. © SDG Fund / Côte d'Ivoire



6. Manage partners' expectations

When establishing partnerships, it is important to understand the scope of partnerships and appropriate modality for engaging partners. This includes the private sector, academia, and public figures serving as Goodwill Ambassadors. In addition to legal requirements and implications, it is critical to manage appropriately the partners' expectations.

All partners should be treated like clients. The SDG Fund had a positive experience interacting with the public. It solicited and answered any queries with respect and courtesy. All potential and current partners (including Country Offices, MPTF Office, media, civil society, governments and donors) should be treated with professionalism and respect. If a corporate e-mail address is made available for questions, it is important to respond to all queries. This should also be an opportunity to learn about external stakeholders' expectations. By having a template of responses, the SDG Fund was responsive without taking up too much time. In terms of joint programme management, monitoring and evaluation, the SDG Fund endeavored to learn from the MDG Fund experience, particularly the Global and Thematic Evaluation of the MDG Fund. These lessons learnt aim to compare key practices that the SDG Fund adopted from the MDG Fund with new practices that it piloted.

7. Focus on a set of clearly defined windows (SDGs or thematic windows) and avoid fragmentation and dispersion

The SDG Fund was built on the MDG Fund's experience and its main focus were activities in line with the SDGs (or thematic clusters) together with some crosscutting strategies and global knowledge initiatives. For the Government of Spain, the initial idea was to carry on the MDG Fund's work on a small scale while the new Agenda 2030 was being negotiated and finalized. In addition, the hope was to attract new donors and make the SDG Fund a multi-partner fund, serving for the achievement of the SDGs. Based on the Steering Committee's decisions in 2014 and 2015, the Secretariat embarked on a wider range of activities and partnerships, particularly with the private sector. This variation from the initial focus, while a resource mobilization strategy was being assessed by the Steering Committee, coincided with the creation of a new multi-donor SDG-oriented fund (the Joint Fund for Agenda 2030). This led the Government of Spain to decide in December 2017 to close the SDG Fund and transfer the available resources to the Joint Fund for Agenda 2030. From this perspective, funds should be focused on their initial goals and a fund's ambitions should match its available resources.





Thanks to the SDG Fund the first ever Community Development Agreement in Koidu town committing 0.25% of the mining company's total export earnings to community development and the creation of livelihood sources. The agreement has not only contributed to reduce poverty, but also to alleviate tensions between the company and community.
© UN Photo / Martine Perret

4. JOINT PROGRAMME MANAGEMENT, MONITORING AND EVALUATION



The SDG Fund implemented 22 joint programmes in partnership with 14 UN agencies in 23 countries in Africa, the Arab States, Asia-Pacific, and Latin America and the Caribbean. These programmes contributed to all 17 SDGs and benefited more than 5.4 million people. National and international partners, including the private sector, provided 55% of resources through matching funds.

In terms of joint programme management, monitoring and evaluation, the SDG Fund endeavored to learn from the MDG Fund, particularly the **Global and Thematic Evaluation of the MDG Fund**. These lessons learned aim to compare key practices that the SDG Fund adopted from the MDG Fund and the new practices that it piloted.

Highlights of the MDG Achievement Fund FINAL EVALUATION REPORT

Positive aspects:

- The eight thematic windows all proved to be good avenues for addressing poverty reduction.
- The MDG-F model was found to be versatile as a multilateral mechanism for development cooperation.
- Through its JPs, the MDG-F was found to have contributed to UN system-wide coherence and helped to foster a culture of 'One UN'.
- MDG-F provided a good framework for the implementation of development programmes under substantially different country conditions without producing large or unacceptable differences in levels of outcome.
- The Fund has contributed positively to UN System-wide Coherence and adhered to and supported the Principles of the Paris Declaration.
- Empowerment of the figure/role of the Resident Coordinator.
- The competitive selection of the JPs ensured high quality initiatives.
- Good evaluation policy and framework.
- Well defined governance mechanisms at the Fund and country levels.
- Some JPs targeted the most disadvantaged people who often feel neglected and therefore have feelings of distrust. As a result, this helped build a sense of trust and bring about collective solutions to the various priorities.

Areas for improvement:

- The contribution to the achievement of MDGs could not be determined.
- More realistic time frames for design and implementation of the JPs should have been provided considering the high expectations and investment of the JPs.
- Greater integration of cross-cutting issues (gender and the environment) needed.
- More efforts to demonstrate the Fund's ability to leverage follow-on investments in the same or similar programme areas, in the effort to scale up or replicate investments to contribute towards the MDGs.
- Greater priority should be placed on capacity-building as opposed to rapid implementation.
- Further efforts needed to harmonize management processes, streamline planning and execution, and simplify procedures.
- Many JPs were delayed and inefficient.
- Excessive number of UN Agencies involved in certain number of JPs.
- National Ownership in the case of the MDG-F provided opportunities for the ownership of partner countries through the in-country governance and management committees. What is less clear is whether the countries used those opportunities to exercise country leadership because examples of situations where the countries have exercised their leadership in helping to shape the JPs are limited.
- Monitoring was incorporated poorly and late. The picture was less positive regarding the effectiveness of the RBM system and the adequacy of the monitoring and reporting systems.
- High investments in Knowledge Management and Communications and Advocacy with results difficult to determine.

4.1. Joint Programme Management

The approach to joint programme management was based on the MDG Fund *modus operandi*, almost all joint programmes had a two-tier governance structure at the country office level (National Steering Committee and Programme Management Committee). The Joint Programme Coordinator was located at the lead UN agency. Only one joint programme was led directly by the Resident Coordinator's Office. In some cases, the programme directly hired the Joint Programme Coordinator; in others, an existing staff member took the role.

Like at the MDG Fund, programme approval was a two-step process: a technical review panel comprised of external experts and the Secretariat provided feedback on concept notes, with the Secretariat conducting final review of the full proposals.

MDG Fund joint programmes had an average of six participating UN agencies and were implemented in three years, with an average budget of US \$6 million. By comparison, the SDG Fund's joint programmes were smaller, averaging three UN agencies, lasting two years and eight months, and with a maximum allocation of US \$1.5 million. Almost all programmes requested maximum available funding.

The SDG Fund introduced an additional requirement of matching funds. Out of the US \$ 70 million budget, 55% came from matching funds. Matching funds were sourced from existing projects, including national budgets, UN funding or other stakeholders' budgets, including a cost-sharing or parallel fund modality. Matching funds did not have to be deposited in a joint account. Programmes were required to match the amount allocated by the SDG Fund.

Lessons Learned

1. Clearly define Terms of Reference and the modality and process to select, design and implement joint programmes

Ensuring clear guidance on rules and procedures in the selection, design and implementation of joint programmes will help streamline procedures, reduce delays and promote greater efficiency at the country-office level.

2. More time is needed for joint programme implementation

Based on the MDG Fund's recommendation, a four-month inception period exclusive of the 24-month work plan was granted to all programmes, allowing for total implementation time of 28 months.

Joint programming has its advantages—such as better coordination and donor alignment—but is more complicated to manage. With more programme partners and a complex governance structure, joint programming requires more time than one-entity projects.

3. Ensure national ownership through the National Steering Committee

National Steering Committees comprised of a representative of the government, the UN and the donor community. They promoted mutual accountability and served as an important vehicle for national ownership and strategic direction of joint programmes.

4. Manage all programmatic funds through a third-party administrative agent

The use of matching funds helped ensure relevance, donor alignment and sustainable results. The SDG Fund supported interventions which:

- Used the SDG Fund's grants as seed money. Additional funding helped leverage it.
- Built on or expanded ongoing in-country activities, including the MDG Fund's joint programmes.
- Served as pilots for the first joint programme implemented in-country.

Reporting of matching funds was a challenge for all joint programmes. It would be preferable for *all* funds to be transferred, whenever possible, into the account of a local third-party administrative agent. This would improve transparency and accountability, ensure availability of funds, and avoid currency exchange volatility that can affect implementation.

4.2. Results Management and Monitoring

The SDG Fund's results management system used an online platform (proposals.sdgfund.org), which consolidated concept notes and programme proposals, as well as technical reviews, and monitoring and evaluation processes. This ensured that all joint programme-related documents were submitted and archived in a single online repository with all phases of a project (concept note, reviews of concept note, programme documents, monitoring reports, final evaluation and narrative report). All SDG Fund partners, including joint programme/country-level focal points, Secretariat staff, the Steering Committee, the Administrative Agent, and MPTF Office had access through designated institutional accounts.

Online management allowed for greater transparency, easier access to data, better documentation and tracking of progress for stakeholders, and easier aggregation of data at the Secretariat level. A simple operating system ensured accessibility even when the internet connection was poor and/or intermittent. Users found the system to be self-explanatory—the templates are embedded in the platform—and did not require much additional support. (See Annex I: SDG Fund Results Management System Quick User Guide)

The online platform was designed, programmed and beta-tested, with improvements implemented from 2014 to 2017. The design and functionality benefited from inputs from the Secretariat and country offices. This platform was then used as a platform to manage and coordinate the joint programmes proposals of the Joint SDG Fund. This platform represents a good example in sharing IT systems from one UN entity to another.

Lessons Learned

1. Ensure quality of all programmatic interventions

The quality of data generated by monitoring and evaluation of a joint programme depends greatly on decisions made in the design phase. The capacity to design coherent, holistic and integrated joint programmes was varied. The technical review of external experts was invaluable in the process. In cases of gender mainstreaming and women's empowerment, for example, such expertise was sometimes not available at country level, so feedback helped strengthen the design and allow for inclusion of such considerations at the onset.

2. Conduct monitoring missions of all joint programmes

Monitoring missions are important to validate data and for quality assurance purposes, in particular to address recurrent issues. Joint programmes are larger and more complex than single-agency interventions. Monitoring missions should be prioritized, particularly when delays are noted as frequent and/or capacity for results management and monitoring is weak.

3. Strengthen capacity for joint results management, monitoring and evaluation at country-office level

Results management, monitoring and evaluation were the weakest programmatic functions at the joint programme/country-office level. Reporting and documentation of deliverables, results and knowledge products was improved through orientation and timely reviews with joint programme coordinators of

data collection, results management and reporting. In addition, monitoring and evaluation was supported by the online management platform that included all programmes documentation and monitoring reports.

4. Harmonize reporting, monitoring and evaluation requirements for donors and MPTF Office (administrative agent)

Given the complexity of joint programmes, particularly the number of partners involved, routine reporting left a heavy burden at the joint programme/country-office level. Harmonizing reporting, monitoring and evaluation requirements of donors and MPTF Office can increase efficiency.

5. Establish online platform as a low-tech, low-cost online solution for joint programme results management

The SDG Fund's results management platform was designed as a low-tech, low-cost solution for online results management and monitoring. The platform's simple functionality helped keep site programming and maintenance/troubleshooting costs low. While most users found the platform easy to use, some compromises were made in order to make it more intuitive and user-friendly. Preparation of printed documents is still recommended for all joint programme users.

6. Benefits on online results management and monitoring for joint programme/country office knowledge management

The SDG Fund's results management platform was a useful tool for programme management, monitoring and evaluation. The platform allowed for proper submissions of all concept notes, programme proposals, technical reviews, monitoring reports, and final evaluation and narrative reports.

While the platform improved systematization of data and management on the joint programme at country-office level, it did not reduce time spent neither for monitoring and evaluation management nor for quality assurance at country-office level and at the Secretariat level. The platform helped to facilitate these processes. The main advantages of the online platform were: improved internal knowledge management (at both joint programme/country-office and Secretariat levels), data aggregation, data access and sharing, improved institutional memory, and transparency both at joint programme/country-office and Secretariat levels. This made the platform a useful tool and a worthwhile investment, particularly, for donors.

7. Support the use of online result management systems and adoption of SDG Fund system by other funds/joint programmes

The SDG Fund had a positive experience using the online platform as a key part of its result management system and would recommend other funds and/or joint programmes consider replicating similar mechanisms. But small and medium funds and/or joint programmes interested in the SDG Fund's platform should not consider it "ready-to-go." The platform should be customized based on the fund/joint programme's specific results management system and its monitoring and evaluation strategy. Additional upgrades will improve user-friendliness.

8. Create a universal platform for monitoring and results management as part of the MPTF Office

While online results management platforms can be useful, multiple platforms can raise costs and create duplication, and effect data management. The MPTF Office is expanding the functionality of the MPTF Gateway and create a universal platform with a modular system for its funds and joint programmes. This would also improve institutional memory, knowledge sharing between funds, and data aggregation across the portfolio.

This could also prevent issues faced in the MDG Fund's online results management platform and platform for proposal reviews after its closure. Both became defunct and all contents were lost as website hosting fees and long-term maintenance costs were not included in the provider contracts, and the sites had to be closed down.

Duplication of document archiving in both platforms (the SDG Fund and the MPTF Office Gateway) could be avoided by incorporating functionality from the SDG Fund results management system, though this would require additional programming and costs.

4.3. Joint Programme Evaluation

The MDG Fund required both mid-term and final evaluations. The MDG Fund Secretariat maintained a centralized mid-term evaluation function, with evaluators held on retainer and each conducting several joint programme evaluations. The joint programmes managed the final evaluations at the country level.

The SDG Fund required no mid-term evaluation due to shorter implementation periods, but most programmes conducted an internal mid-term review. It had a decentralized final evaluation function, with evaluators



Fair trade of quinoa has multiplied opportunities in Peru. With the support of the SDG Fund, farmers of Puno and Ayacucho have organized themselves in cooperatives and have improved their production quality standards of this Andean grain as a lever for the development of their communities and promotion of gender equality. © SDG Fund / Peru

hired directly by the joint programme, and the Secretariat overseeing the final evaluation process. Joint programmes were provided with final evaluation ToR four months before programme closures, but this did not always prevent delays. Many final evaluations were submitted six to eight months after closing. Most joint programmes started preparing for the final evaluation after joint programme closure due to capacity constraints.

Lessons Learned

1. Strengthen capacity for evaluation at joint programme/country-office level

Evaluations at the joint programme/country-office level needed strengthening and backstopping from the Secretariat. With a decentralized evaluation function, final evaluations faced delays across all programmes and regions.

2. Maintain roster of approved evaluation experts

There were extended delays in recruiting evaluators as many programmes struggled to find qualified candidates and several required a second-round of recruitment. Identifying experts in evaluation theory and methodologies was challenging in many countries due to limited capacities. A roster would have reduced these delays.

3. Explore options for joint final evaluations

Given that joint programmes were multi-sectoral and multi-partner, other options for joint final evaluations—such as cluster evaluations, meta evaluations at regional level, and global thematic evaluations—could help ensure learning and accountability, as well as sharing of evaluation results and recommendations. Such options would require more planning at the onset but could lead to additional findings at regional/thematic levels and could reduce costs.



In Intibucá, in rural Honduras, between fertile mountains and greenish farms, there is the small community of El Picacho, where a group of 22 indigenous Lenca women have created a cooperative to produce and market organic coffee, with the support of the SDG Fund to help improve the living conditions of the indigenous Lenca population. Tasty coffee made by indigenous women to wake up hope.
© SDG Fund / Honduras





Women participate in cash transfer scheme in Tanzania, where the SDG Fund has supported the scale of an existing national programme, the Productive Social Safety Nets. The joint programmes has focused on finalizing and operationalizing the National Social Protection Framework to strengthen inter-sectoral coordination, as well enhancing efficiency and effectiveness by strengthening implementation and delivery systems. © SDG Fund / Tanzania

5. PRIVATE SECTOR ENGAGEMENT



Overview

Since 2015, the SDG Fund worked with the private sector to adopt the SDGs by managing risks, adding value and enhancing opportunities for businesses and their stakeholders. The private sector's involvement enhances sustainability by forming a climate open to investment. It fosters productivity and entrepreneurship by addressing resource scarcity, poverty, and market integration. Civil society also demands such participation, as do other actors committed to Corporate Social Responsibility (CSR). As an initiative of the UN, the SDG Fund became particularly interested in working with businesses that share the values of the UN Guiding Principles on Business and Human Rights. It supported private sector initiatives aimed at overcoming the common challenges of contemporary sustainable development by pooling together expertise, technology, resources and capacities towards fulfilling the global responsibility of improving the livelihoods of all.

Engagement Modalities

Private Sector Advisory Group (PSAG): The SDG Fund championed the role of the private sector in sustainable development projects through its “co-design, co-financing, co-implementation” approach, striving to make the private sector an active partner in its work. In 2015, it created the Private Sector Advisory Group (PSAG), which consisted of business leaders from different industries in all regions of the world. The PSAG provided valuable knowledge and assets to help advance the SDGs. It engaged in a multi-dimensional way, which included offering industry-specific training for joint programmes and offering alternative viewpoints. It also actively participated in research and knowledge sharing, and provided financial, human and/or natural resources, as well as infrastructure support. As a result, the SDG Fund learned how the private sector works and how it can participate in public-private partnerships. The PSAG presented a powerful platform for business leaders to leverage comparative advantages, ensure change across the global private sector, exchange lessons learned, and provide resources for development activities. Member companies had an unparalleled opportunity to contribute to social impact initiatives, elevate their discreet and collective brands, and cultivate partnerships of transformative capacity.

Other Forms of Engagement: The SDG Fund created a unique opportunity to collaborate with the private sector, where each PSAG member was encouraged to identify the partnership modality that best fit its core business, values and interests. Private sector actors collaborated with the SDG Fund in three main ways: a) joining forces for on-the-ground joint programmes; b) supporting ongoing

private sector initiatives, such as the PSAG, sustainability campaigns or initiatives in creative industries¹; and c) piloting initiatives and partnerships under the co-design, co-create and co-invest modality (internally called joint programmes with the private sector).

The co-design, co-create, and co-implement modality originated from the “Business and UN” report prepared with the PSAG and Harvard University in 2015. The premise was that companies were eager and prepared to work alongside the UN and governments to co-design, co-create and co-implement programmes. In the past, the private sector was typically a donor but today, more companies want to implement programmes with the UN to unite and leverage their strengths and expertise. Rather than involve the private sector at the end of the process, the SDG Fund created a framework to include them in the programme's design. This proved quite challenging for both the UN agencies and the private companies that were not used to working together. Challenges included understanding each other's languages, agreement documents, and timeline considerations. Companies usually launched programmes faster than the UN, but with smaller budgets. Additionally, each UN agency had its own policies, so reconciling those with the private sector was extremely challenging.

Lessons Learned

1. Create better engagement strategies between the UN and the private sector

There is a need to develop better engagement strategies between the UN and the private sector. The 2030 Agenda cannot be achieved without meaningful engagement by business, where the private sector plays a critical role in innovation and technological development, which are key for economic growth and employment.

2. Reconsider the role of the private sector in achieving the 2030 Agenda

In order to effectively engage the private sector in joint programmes, it must be considered an actor and not just a donor. Discussions with PSAG members and other businesses that participated in the SDG Fund's workshops highlighted the need of better UN's engagement with the private sector. The SDG Fund was at the forefront of this effort with the design and development of the PSAG, which showed how public-private alliances could provide large-scale solutions for the SDGs. While private sector funding is very important, so is integration of the SDGs into core business operations. This approach resulted in innovative and sustainable partnerships within the private sector.

Graph 2. SDG Fund framework of engagement with the private sector.

The SDG Fund created a step by step management processes for developing and managing partnerships between the private sector and the SDG Fund. This process has been streamlined for a quick turnaround time:



3. Raise awareness about the SDGs among businesses

There is a need for continuous awareness about the SDGs in the business community. By engaging in public-private dialogues, businesses get guidance on how to operate sustainably using the SDGs as a framework. Feedback from the SDG Fund's private sector workshops indicated that they made businesses more aware that a sustainable business community ultimately depends on a sustainable society. Hence, they reached out to learn how to incorporate the SDGs into their work and were quick to adopt them. Though significant progress was made, there is still a need for more engagement to raise awareness about the SDGs in the private sector. Success of the PSAG could be leveraged to build awareness about the SDGs through more public-private partnerships.

4. Leverage the private sector's cross-border reach

The reach of multinational corporations goes far beyond the boundaries of any government or country, so the private sector represents the most effective way to achieve the SDGs. All companies, regardless of their size, location or sector, can make critical contributions towards shared economic, social, and environmental progress. This is achieved through core business operations, value chains, social investments, and advocacy efforts.

5. Help businesses realize SDGs' business opportunities

The SDGs present clear business opportunities for companies that understand that sustainability can be achieved through innovative products and services. Global challenges such as resource scarcity, population growth, climate change and inequality can be translated into tangible risks and opportunities for businesses to manage. However, businesses can only take advantage of these opportunities if they fully understand the SDGs and their huge potential for societal and financial change.

6. Create platforms for partnerships

Businesses require to have a global platform that can be used for partnerships and facilitate interactions for the achievement of the SDGs. Through the PSAG, business leaders took advantage of this powerful platform to leverage comparative advantages, ensure change across the global private sector, exchange lessons learned, and provide resources for development activities. It is important to create sustainable structures for project design, funding, implementation, monitoring and evaluation. The approach, which the SDG Fund maximized to co-involve business leaders for co-design and co-finance the joint programmes, leads to investments and impact

7. Ensure adequate reporting of activities

Private sector involvement in achieving the SDGs was mostly underreported. Governments' national development reports should be all-encompassing. They should capture input and activities from governments, the private sector and civil society. There should be incentives for reporting this information. At the moment, many businesses don't feel obligated to report on their contributions to the SDGs, beyond some minimal reporting to their boards, industry associations and host communities. The SDG Fund worked with the private sector to create three reports detailing companies' contributions to the SDGs. PSAG members started to integrate the SDG framework into their corporate reporting after they joined the group and attended the private sector workshops.

8. Ensure adequate risk management

To ensure the success of any initiative or mechanism with the private sector, the SDG Fund conducted rigorous due diligence of each potential partner, per UNDP's Policy on due Diligence and Partnerships with the Private Sector. This included clearly articulating the underlying concepts and ideas behind the initiative and establishing good guidance tools for staff to ensure consistent implementation of the approach, processes and procedures. Prior to the creation of the PSAG, the SDG Fund carried out due diligence on more than 100 companies. Only 13 of them were inaugurated as part of the PSAG.

Engagement with the private sector showed that most businesses are often faced with either material or reputational risks. There is a need to effectively tackle sustainable development challenges, which help mitigate such risks, strengthening companies' relationships, license to operate and long-term resilience. This helps guarantee sustainability and ultimately leads to profitability. Partnerships with the PSAG companies helped them manage risks, add value and enhance opportunities for their businesses and stakeholders.

9. Create a common and shared language

Effective partnerships require a common language between the private and public sectors. The UN and the private sector do not have always a common language. This can be achieved through effective communication strategies, which are key for achievement of the SDGs.

10. Identify and tackle bottlenecks

At the country level, there is a need to identify bottlenecks that hinder achievement of the SDGs and the private sector's



Organic agriculture has improved nutrition and reduce female poverty in rural El Salvador, thanks to the programme SANHOS an initiative of the government with the support of the SDG Fund. The idea behind these family and home garden, is that the production of diverse and nutritional foods throughout households is the first step towards fulfilling the right to access to adequate food. © SDG Fund / El Salvador

role. To address this issue, the SDG Fund leveraged the PSAG's convening power to gather stakeholders, who identified and tackled some of these bottlenecks. They brought these issues to the attention of national governments to fast-track solutions. Such strong partnerships between the public and private sectors help create environments that are conducive for the SDGs.

11. Provide the PSAG with communication tools and platforms that increase its outreach and impact

Reports on business and UN engagement were particularly successful. Partnering with respected research institutions also greatly improved the quality and impact of these reports. For the most recent report, the SDG Fund forged a pro-bono partnership the University of Pennsylvania Law School and a private legal firm. All report launches incorporated their communication and outreach plans, which included op-eds, press releases, video interviews, media relations, and public discussions at the UN headquarters and in other countries. The inter-agency audit recognized this as a good practice, pointing out the "wide advocacy audience" of the PSAG reports and their role in "incorporating SDGs in corporate programming."

12. Inspire local action in private sector engagement

One of the key lessons learned was that creating the PSAG at Secretariat level has inspired some countries took this approach and create their national PSAGs, involving local business leaders. For instance, in a bid

to expand the PSAG activities in Africa, the SDG Fund tasked the Sahara Group to coordinate the private sector's efforts in Nigeria and across the continent. On February 28, 2017, Nigeria's vice-president inaugurated the country's PSAG chapter. This was done in line with the Federal Government of Nigeria's efforts through the Office of the Senior Special Assistant to the President on Sustainable Development Goals, which works with the private sector on the SDGs through sustainable partnerships. Since then, the PSAG supported the Special Assistant as well as other key stakeholders to build a roadmap for how public-private alliances can provide large-scale solutions for the SDGs. An initial list of 5 companies grew to nearly 60 diverse organizations. The Nigerian PSAG was identified as a model for effective public-private partnerships for achieving the SDGs in Africa. During its short lifespan, the Nigerian PSAG received invitations from nine African countries interested in learning more and replicating its model.

13. Maintain existing partnerships

After the Steering Committee's decision to close the SDG Fund, PSAG members were notified about the need to wind down their activities and ultimately end the relationships with the SDG Fund. A common reaction was about the need to maintain the valuable relationships developed with the UN through the SDG Fund while respecting the Steering Committee's decision. Given the rigorous due diligence carried out on the companies and the legacy built, there is a need to consider transferring



Farmers of Kaduna, in the North of Nigeria, participate in a training workshop with the chefs and UNDP Goodwill Ambassadors the Roca Brothers as part of the Food Africa joint programme. © SDG Fund / Nigeria

the PSAG to another entity within the UN system. This will ensure that the knowledge and resources that have been developed are not lost.

14. Co-design and co-implement with the private sector

The SDG Fund sought to co-create projects and establish commitments to collaborate, leverage resources, and improve results reporting to improve livelihoods around the globe. To best achieve this, the SDG Fund viewed partnerships as an evolving part of collaborative engagement. This included jointly defining priorities and designing impactful programs, identifying shared objectives, establishing timeframes for deliverables, following through on implementation strategies, as well as offering a real-time monitoring system to evaluate the partnership.

A good example of this was the Food Africa joint programme in Nigeria between the SDG Fund, the Sahara Group, world-renowned chefs known as the Roca brothers, UN agencies and the Nigerian Government. The project was an eye-opener to the intricacies and complexities that came with initiatives involving multiple partners. It set the standard for public-private partnerships in Africa and beyond.

5. KNOWLEDGE MANAGEMENT



One of women who have participated in the rural women economic empowerment joint programme in the Oromia region of Ethiopia. The SDG Fund joint savings and credit cooperatives to improve their access to finance, saving services and economic opportunities. © SDG Fund / UN Women / Ethiopia



Overview

Knowledge management (KM) was explicitly recognized as a core function of the SDG Fund. The SDG Fund was responsible for monitoring and evaluation of joint programmes, as well as managing knowledge created from its work. In addition to incorporating knowledge management into the programmes and the learning cycle, the SDG Fund established partnerships with UN agencies, think tanks and academic institutions. The purpose of these alliances was to analyze the SDG Fund's and the MDG Fund's good practices and lessons learned, capture best experiences from the joint programmes and promote South-South cooperation by facilitating the exchange of experiences between countries.

By researching and capturing the lessons learned, the SDG Fund supported policy-makers and development practitioners around the world in the fields of development cooperation and poverty alleviation. Through high-level events and public engagements, the SDG Fund also promoted international debate and raised awareness that all SDGs were complementary and interdependent. The development agenda cannot be achieved if any of the SDGs are neglected.

The SDG Fund actively participated in research activities to support capacity building and knowledge sharing by producing and collaborating on more than 20 research papers, books and UN reports. It published 4 books on Sustainable Development in cooperation with the Academic Chair on Development and Poverty Eradication; 62 joint programme case studies; developed an online knowledge tool, the SDG library; and in collaboration with UNITAR developed an online course for business and governments supporting collaboration on SDGs. Moreover, the SDG Fund organized and participated in many high-level side events, roundtables, seminars and conferences to support research and share information about sustainable development.

Lessons Learned

1. Academia is a key partner that can offer a wealth of knowledge on development work

The SDG Fund expanded knowledge dissemination by partnering with research institutions around the world with a strong focus on the SDGs. As centers of innovation and knowledge, universities play a leading role in educating people about the importance of the SDGs and can teach new generations about international development. Academics can support policy-makers to eradicate poverty and ensure everyone's welfare. The SDG Fund actively participated in research activities. Here are a few examples.

- **The SDG Chair.** The Academic Chair on Development and Poverty Eradication is a joint initiative of the SDG Fund with universities around the world. Its objective is to promote the engagement of universities in the 2030 Agenda through training, advocacy and research.
- The SDG Fund collaborated with the **University of Pennsylvania Law School**, which brought its knowledge and resources to support research on sustainable development and SDG 16. This included legal research and establishing public-private collaboration with prestigious legal firms.
- The **Future United Nations Development System (FUNDS) project** of the Ralph Bunche Institute for International Studies, located at the City University of New York's Graduate Center, conducted an independent overview of the MDG Fund's objectives and results in order to identify lessons that could guide the post-2015 development agenda.
- The SDG Fund collaborated with think tanks, the **International Peace Institute** and **Concordia**, to produce a policy report on how businesses can contribute to the SDGs, in particular SDG 16.

2. Use inter-agency partnerships to generate information and advance the SDGs

Partnering with other UN agencies, pooled funds, development banks, civil society and other stakeholders can provide benefits in terms of comparative advantages, knowledge and experiences of other partners to create information on the SDGs. The SDG Fund actively participated in inter-agency research activities and networks, sharing best practices and findings from its joint programmes. Major contributions include: input to various UN high-level publications and official platforms (report of the Secretary-General on the State of South-South Cooperation, UNEP/UN EMG Nexus Dialogues Platform, and United Nations SDG Action Campaign) as well as joint research publications with UNICEF and UNDP. As a result, the new modality of “Delivering as One” was promoted to support knowledge generation for the 2030 Agenda.

3. Use knowledge management to support South-South cooperation by sharing best practices and experiences

South-South cooperation was an important part of the SDG Fund's work as it implemented 22 joint programmes in 23 countries of the Global South. Use of best practices and lessons learned supported as well as a peer-to-peer exchange of knowledge and experiences supported development among programme countries. The SDG Fund considered South-South cooperation as a vehicle to share information and facilitate policy and technical exchange; it partnered with businesses from the

Global South to advance the SDGs. Many business leaders from the Global South shared valuable insight on how they can be agents of change in global initiatives. These findings were incorporated in PSAG's reports and shared with other business leaders from the Global South. Moreover, the SDG Fund prepared case studies based on joint programmes to promote lessons learned and support South-South cooperation in knowledge management initiatives.

4. Knowledge management products should be shared with the public and made available online

The SDG Online Library hosts resources on 17 SDGs from the MDG Fund, the SDG Fund and other UN agencies, think tanks, academia, etc. (<http://www.sdglibrary.org/>). The library features more than 1,000 publications, including from key UN agencies, development banks, and academic institutions and research gathered for the implementation of development goals. It was created to fill an important gap: an online platform for publications with accessible content on the SDGs.

This library is the main source of information on the SDGs, where users can find best practices on SDG implementation, SDG data and theoretical approaches. The library also links to publications gathered during the implementation of the MDGs through its 130 joint programmes. As the success of the SDGs rests on collaboration, the SDG Fund invited partners, including UN agencies, authors and researchers, to submit and suggest relevant documents and publications. All publications can be filtered by the SDGs, thematic area, year, region and country, making the search very user-friendly. Each publication has a summary, which helps



Childhood stunting remains one of the fundamental challenges for improved human development in Viet Nam. In the rural provinces of Ninh Thuan and Lao Cai, parents, caregivers and farmers have received information and training on nutrition, child care and household food security thanks to a SDG Fund program. As a result child malnutrition rates went from 62 percent at the beginning of the program to 43 percent, just two years later. © SDG Fund / Catherine Wong

with keyword searches. The online library was officially launched in collaboration with the UN Library at the Hammarskjöld Reading Room in 2017. In 2018 more than 24,274 library publications were accessed with 19,677 downloads, compared with 6,589 downloads in 2017.

5. Explore the use of new technologies, particularly the use of Massive Open Online Courses (MOOCs)

MOOCs are innovative education tools available to everyone and everywhere. Anyone can access the information for free and learn about sustainable development and the SDGs. MOOCs also allow institutions and students to share knowledge and ideas globally through online platforms. The SDG Fund was working with leading universities to explore opportunities to align efforts and develop joint training. One of the major outcomes was collaborating with UNITAR, which led to MOOCs on new partnership models. This **online course** for business and governments supported key training to build collaboration on the SDGs. The methodology of this course was derived from the 2015 SDG Fund PSAG Report, **“Business and the United Nations: Working Together Towards the Sustainable Development**

Goals: A Framework for Action.” The program offered a new e-Learning tool with specialized training modules to promote the SDGs and help the public and private sectors better understand the UN and the 17 goals.

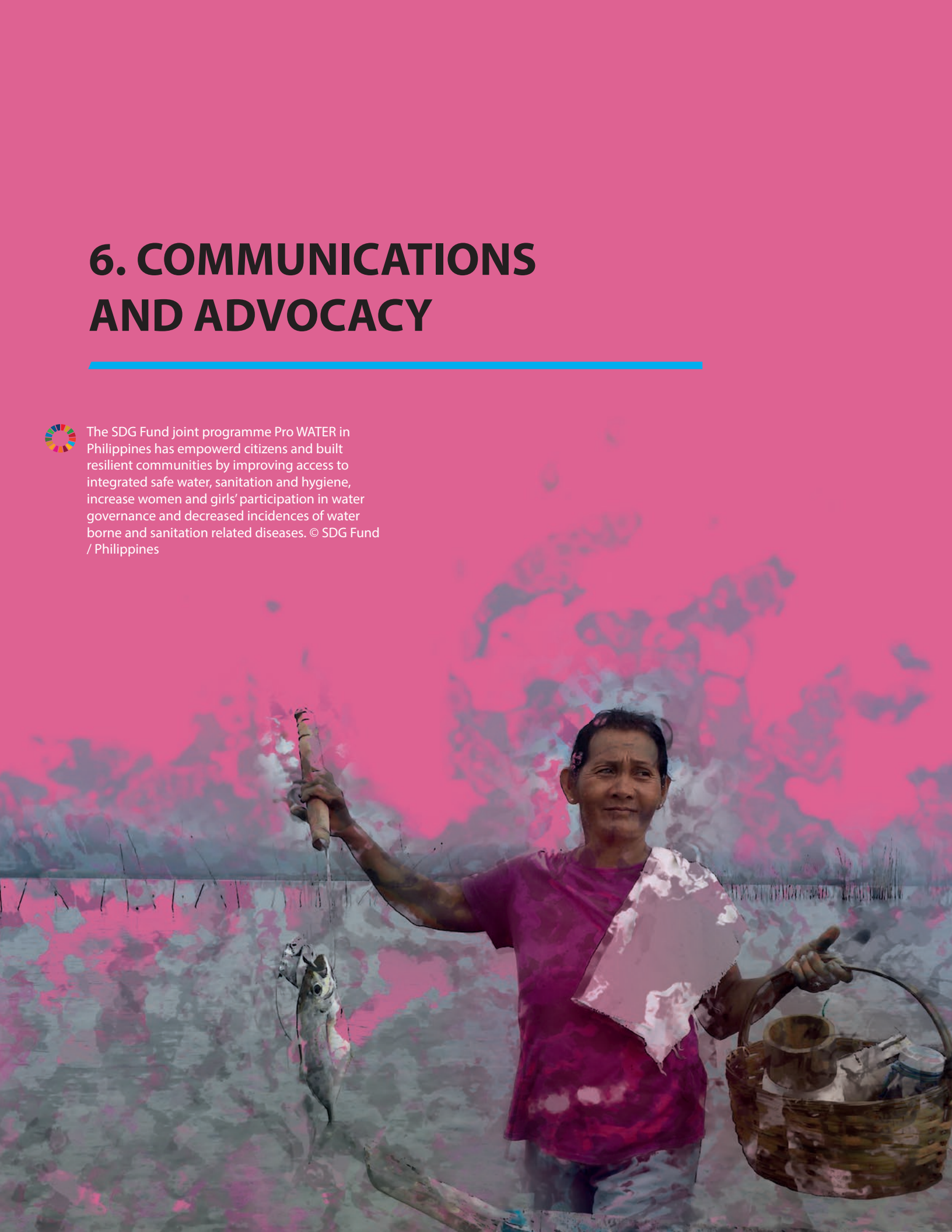
6. Generate templates that facilitate knowledge gathering and sharing of best practices to support the 2030 Agenda

The SDG Fund developed a series of case studies based on the results of joint programmes, repurposing previous content from the MDG Fund and aligning it with the 2030 Agenda. Case studies were prepared using a common layout: Summary, Situation, Strategy, Results and Impact, Challenges, Lessons Learned, and Sustainability and Potential for Replication. Forty cases of promising sustainable development practices were produced based on successful experiences from the MDG Fund’s joint programmes. Case studies were also published online and in a mobile-friendly format (<https://www.sdgfund.org/case-studies>). New case studies are being developed using results from SDG Fund’s joint programme evaluations. According to Google Analytics, case studies are among the most visited sections of the SDG Fund’s website.

6. COMMUNICATIONS AND ADVOCACY



The SDG Fund joint programme Pro WATER in Philippines has empowered citizens and built resilient communities by improving access to integrated safe water, sanitation and hygiene, increase women and girls' participation in water governance and decreased incidences of water borne and sanitation related diseases. © SDG Fund / Philippines



Communications as a strategic resource: integrated approach built on the MDG Fund's experience

Since the SDG Fund's start in 2014, communications and advocacy were incorporated in its DNA. As the communications and advocacy strategy approved in 2015 clearly stated, visibility was only one—and not the most important—of the communications priorities. The SDG Fund aimed to make communications a truly strategic resource that permeates across all activities and efforts.

The strategy was approved with the overall goal of “positioning the SDG Fund as an effective mechanism that channels integral and broad development initiatives to achieve sustainable development in the transition from MDGs to SDGs.” Building on the unique and large-scale impact of the MDG Fund, the brand analysis clearly identified an opportunity to craft a narrative of transition between MDGs and SDGs.

Perhaps one of the most important lessons learned from the SDG Fund's communications approach was to build on what already existed. It may seem obvious, but until the very end, the MDG Fund lacked an exit strategy for its communications and knowledge assets. The SDG Fund not only kept them, but repurposed and packaged them to create a platform for the SDG Fund's communications activities. This proved to be one of the SDG Fund's most successful communications decisions.

In addition to the overall goal of positioning the SDG Fund as a mechanism in the transition from the MDGs to the SDGs, the strategy established four communications and advocacy objectives. The next table provides some lessons learned based on objectives of transparency and accountability, advocacy, programmatic support, and resource and partnerships mobilization.

SDG Fund's communications and advocacy strategy objectives

- 1. Transparency and accountability.**
- 2. Advocacy and research.**
- 3. Programmatic support.**
- 4. Resource and partnerships mobilization.**

The Communications and Advocacy Strategy was initially prepared for the 2014-2016 period, and the SDG Fund Secretariat had relied heavily on the MDG Fund's experience and lessons learned.

The MDG Fund's final evaluation, while recognizing that “it was successful in establishing partnerships and strategic alliances with a broad range of stakeholders,” identified several areas of improvement:

- **Timing.** Communications and advocacy “*was introduced late in the process,*” and therefore at the moment of carrying out the evaluation “*the jury is still out on its usefulness.*”
- **One image.** The MDG Fund required its country offices to use only one image “*in all communications and advocacy tools used in recipient countries.*” The MDG Fund Secretariat also requested to reduce the UN agencies' graphic visibility with the understanding that the UN emblem as part of the MDG Fund logo already incorporated all UN agencies. However, “*this approach deprived individual Joint Programmes and their UN Agencies from adapting the strategy to make it more suitable for specific target audiences to help those audiences better understand individual joint programmes.*”

- **Linking the MDG Fund and MDGs.** According to the same evaluation, there was *“a lack of relationship between the MDG Agenda (...) and the objectives and goals of some joint programmes.”*
- **Partnerships.** One of the key elements of success was to establish communications and advocacy partnerships that foster *“a dialogue in international development.”*
- **Communications weaknesses.** The evaluation also identified a weak advocacy culture within some UN agencies, and national and implementing partners, particularly governments.
- **UN agencies’ resistance.** The evaluation team described resistance to use the MDG Fund logo at the country level, as many UN agencies *“preferred to use their own logo (although most national authorities requested the MDG-F logo to be used).”*
- **A global and integrated approach to communications.** An important element of the MDG Fund’s communications and advocacy efforts was connecting the global and local dimensions. The MDG Fund Secretariat’s policy covered *“all aspects of communication and advocacy whether at the global, national or sub-national level.”* It also offered an integrated approach for combining techniques in advocacy, communications and social mobilization.

The SDG Fund Secretariat also developed its own assessment of communications work and researched similar experiences. The fact that communication staff members from the MDG Fund worked in the SDG Fund’s communication team facilitated the transfer of

communication expertise. Each of the joint programmes evaluations and experiences offered valuable insight in developing In addition, the new communications strategy.

Lessons learned

1. Establish clear positioning for the SDG Fund

Inter-agency pooled funds sometimes had difficulty explaining their added value. Clear positioning for the SDG Fund could only be achieved through strategic communications that defined its niche position in the global landscape of initiatives fighting against poverty and promoting sustainable development. For this reason, the SDG Fund decided to build its narrative through a series of “signature characteristics” (such as UN inter-agency collaboration, national ownership, joint programmes, sustainability, gender equality, and public-private partnerships). This helped make the SDG Fund unique and innovative.

2. Communications should be considered a strategic programmatic asset

The communications strategy made it clear that its success was dependent on local efforts. In that regard, the SDG Fund Secretariat worked closely with country offices to provide communications and advocacy guidance and support to SDG Fund-supported initiatives, especially joint programmes.

3. Identify and target key stakeholders and audiences

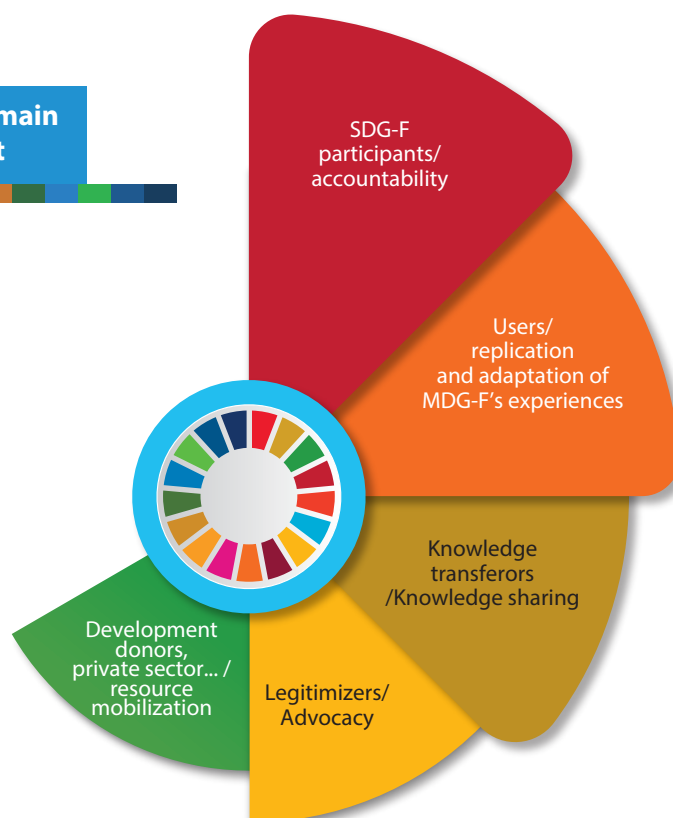
The SDG Fund Secretariat carried out a stakeholder mapping exercise in mid-2013. It categorized

Exhibit 2. Stakeholder analysis

The MDG-F Secretariat carried out a stakeholders mapping exercise in mid-2013. Therefore, the SDG-F can categorize its stakeholders in five groups depending on their engagement and interests.

- **Users:** Those persons and entities who, in their work, can benefit from the lessons learned from the MDG-F.
- **Legitimizers:** Those who can “legitimize” and endorse the use of the SDG-F approach, including UN resident coordinators, DOCO, undg members, undg Task Team, Joint Executive Board, donors...
- **Knowledge transferors:** Those networks and groups that even if not directly participants in the SDG-F can act as catalysts to inform and disseminate the Fund’s learnings.
- **Development donors:** traditional and emergent donors, including also private sector and foundations that may take some lessons learned and findings from the MDG-F experience.
- **SDG-F participants:** Those who are behind the MDG-F’s work and those who have contributed to make it possible. Their goal is to see the results of their work, take ownership of results sustain and scale up them.

Graph 3. Stakeholder and main objectives for engagement



stakeholders into five groups, depending on their engagement with the fund and their interests: *users, legitimizers, knowledge transferors, development donors, and participants.*

4. Donors' visibility

The SDG Fund's key donor, Spain, requested increased visibility of the MDG Fund. Spain's generous commitment of more than US \$700 million was *"the single largest contribution to the UN System in history,"* according to former UN Secretary-General Ban Ki-moon. But Spanish society was barely aware of the MDG Fund's work. To compensate for this, the MDG Fund and the SDG Fund intensified their communications efforts in Spain and with Spanish authorities, who conducted a series of high-visibility events at the UN and generated broad coverage in Spanish media.

5. Building a narrative

Despite the MDG Fund's good experiences and positive results, there was perception that a narrative bringing all these pieces together was missing. In its last two years, the MDG Fund focused on creating this joint narrative. The SDG Fund crafted this narrative from the start, with the understanding that all communications and advocacy activities should build a common narrative across its many joint programmes, initiatives and partnerships. The narrative should be broad, encompass all of the fund's activities and be compelling, so it could resonate

with partners. The communications strategy said the SDG Fund would combine *"human stories, with data and short explanations of the innovations and impact that our programmes are bringing to the communities where the SDG Fund is working."* This narrative was accompanied by institutional messages that guided communications activities and campaigns.

6. Digital presence is central for advancing communications objectives

The SDG Fund relied heavily on its website (www.sdgfund.org) as a communications mechanism. The website is a good example of transparency and accountability, with good content and compelling human stories (a note was prepared for inspiring joint programmes to prepare human-interest stories). All programme documents, narrative reports and final evaluations were made available online. The website section focusing on knowledge was prioritized. A knowledge management section was built and an online library was created from the MDG Fund. This content became among the most used and searched for on the website.

A detailed analysis of web analytics also showed that MDG-related content was particularly useful. An analysis of the social media presence demonstrated a very limited presence (only 700 followers on Facebook and 200 on Twitter). This led the fund to rethink its social media presence (at the time of writing this document, it had 43,700 on Facebook and 17,300 on Twitter).



In Bangladesh the SDG Fund has assisted women from ultra-poor and most vulnerable households to move out of poverty. Rahima Begum is one of them. The programme was piloted in the Kurigram district in the north west and the coastal Satkhira district—the most affected by natural disasters and climate change. © SDG Fund / Bangladesh

The SDG Fund's communications team conducted an online audit and incorporated key suggestions in the new website. This included making the website more visual, improving social media sharing options, encouraging content production by third parties (especially through blog posts), refining the internal site search, and stylizing the homepage. The MDG Fund's online library and knowledge management content was also promoted. Due to translation costs, the new website was only made available in English and Spanish, but country offices could create their own websites in local languages. The global website offered a simple but visually attractive page for each joint programme.

In addition to sharing stories and results, the SDG Fund created content on the SDGs, which coincided with the first anniversary of their approval and was expanded for the High Level Political Forum of 2017. The website prioritized content around key SDG Fund events.

7. Building a communications infrastructure

The MDG Fund was successful at building a set of tools, platforms and skills that were the basis for multi-media and multi-channel communications. Some of the skills necessary—at least in a pooled fund the size of the SDG Fund—included digital communications, media relations, IT, graphic design, social media, and video editing. A well-organized and updated website and

engaging social media channels (in the fund's case, Facebook and Twitter) were particularly important. Communications infrastructure was also developed at the country level and involved strengthening skills locally. The SDG Fund also understood that an important part of the Secretariat's communications should support directly country offices of joint programmes.

8. People centered-communications

The Secretariat invested in producing communications materials that showed the faces of those who benefited from the fund. This included web stories, videos and the "Changing Lives" online photo exhibition. From its start, the SDG Fund communications strategy focused on the impact on people and individual ownership.

9. Communications as a vehicle for transparency and accountability

It is not a coincidence that the SDG Fund's first communications objective was about transparency and accountability. As a UN vehicle operating in more than 20 countries and with donors from more than 20 countries, it required a system with solid reporting and transparency. It was important that all stakeholders had access to clear information regarding the use of SDG Fund resources and the processes used to allocate them. The SDG Fund's first communications assets were a proposal and an



In Cauca's Venecia, in Colombia, a woman and her two children proudly show the produce her family has grown in their vegetable garden. Now their diet has diversified and health (and academic performance) have improved thanks to the SDG Fund programme. © SDG Fund / Freya Morales.

online monitoring platform (proposals.sdgfund.org) and the ToR and guidance for joint programmes.

It is not common to have a communications team involved in this type of work, as communications staff typically only get involved in the latest phases of development projects. However, aligning communications and monitoring from the start generated tools that were more user-friendly and could later provide input for communications activities. It created a kind of interface between the programme and communications that is difficult to create at a later stage. For example, the proposals platform (discussed in greater detail in the section regarding lessons learned on implementation of joint programmes) included specific sections on communications. The programme's design and monitoring had to take these elements into account. Based on lessons learned from the MDG Fund, it was clearly established that every joint programme should report on their contributions to specific SDGs. As indicated earlier, one of the elements raised in the MDG Fund's evaluation was over the links of its joint programmes with the MDGs. As a result, the SDG Fund prioritized content on the SDGs in its communications activities and these became the most sought-after digital content. The online platform also ensures that the country programmes and the Steering Committee have all the documentation generated by the joint programmes and can access it without the Secretariat's involvement.

10. Make the SDG Fund Joint Programmes' Terms of Reference and Guidance a communications tool

Another strategic decision was to make the SDG Fund's ToR a communications and presentation instrument. This document should have an attractive visual identity and could be used as the first communications product on how the SDG Fund worked. A graphic designer was hired and several infographics and tables were prepared. The same graphic designer designed the SDG Fund's visual identity guidelines. The communications team was involved in the drafting, editing and review of the document as part of a requirement that all joint programmes prepared a communications strategy. As a result, basic communications concepts and best practices were included in the document.

11. Communication is a tool to support research and advocacy

The SDG Fund had a privileged vantage point for producing research thanks to its experience in more than 150 joint programmes (including those from the MDG Fund), so it prioritized advocacy in its communications. The SDG Fund positioned itself as a platform that convenes UN agencies, governments, civil society, the private sector, and universities in the transition from the MDGs to the SDGs. Communications functions supported the production, dissemination

and repurposing of research, and showed the fund as a source for best practices and information about how the UN can convene partnerships to achieve the SDGs.

12 Encourage engagement by the UN, the private sector, academia and other organizations

The SDG Fund participated in key forums and events around the world, with a focus on the private sector. The SDG Fund contributed to a series of workshops and other collaborations (at no financial cost to the Fund) with public diplomacy institutions and experts such as the Clingendael Institute, the Swedish Institute, and the USC Center for Public Diplomacy. This allowed the fund to promote the transition from the MDGs to the SDGs, as well as engage all actors (governments, the private sector, civil society and academia) in the implementation of the 2030 Agenda. A particularly good example was the High Level Political Forum 2017, where the SDG Fund participated in several speaking engagements. Participation in private sector events allowed the fund to promote the SDGs and its work, from annual meetings of investors and the “The Economist Sustainability Summit” to events in Silicon Valley.

13. Support all joint programmes and encourage them to develop their own communications strategies

Seventy-five percent of the SDG Fund’s joint programmes have an approved communications strategy. In the ToR, the

fund included guidance for preparation of communications plans in all programmes. The SDG Fund supported country teams in creating communications content such as photos, publications, press releases, fact sheets and videos. It also gave advice on visual identity guidelines, strategic approaches to communications, media outreach, and opportunities for content creation. The SDG Fund Secretariat provided social media and web support.

14. Establish clear visual identity guidelines

With the adoption of a new logo, new visual identity guidelines were developed and shared with joint programmes. The joint programmes started using the new logos in their communications, but this required close follow-up and support from the Secretariat. As a result of these efforts, the SDG Fund now has an integrated visual identity across countries and activities that is better aligned with branding on the SDGs.

15. Explore and forge long-term relationships and partnerships with media

It is important to work with journalists and the media to promote and share the SDG Fund’s results. The communications team focused on cultivating relationships with journalists from the UN Correspondents Association and other representatives of non-US media. It prioritized European media and news agencies, as well as UN communication networks, such as the Department



In Sri Lanka, the SDG Fund has supported government efforts towards improved efficiency and effectiveness of public investment on food security and nutrition, and have inculcated attitudinal and behavioural changes through enhanced nutrition education and nutrition promotion at home and schools. © UN Photo / Eskinder Debebe.

of Public Information, in order to share the SDG Fund's key messages in regions such as Latin America, Asia and Africa. The fund relied on three main activities: a) organizing events and press conferences of interest to the press; b) op-eds and feature articles that presented new and attractive angles on global development issues; and c) promoting one-on-one interviews to highlight the SDG Fund's work. Many of these articles and multimedia stories were posted in the news section of the fund's website for further outreach. The SDG Fund established media partnerships to ensure the publication of articles and opinion pieces on a quarterly basis. These included agreements with El País (since September 2015) and Devex (since May 2016).

16. Explore new communications and marketing strategies to engage non-traditional partners

The private sector is often willing to financially support strategic communications campaigns. For example, Ebro Foods contributed to the SDG Fund's #recipe4change campaign. These resources were later allocated to the Food Africa project. For each social media entry received as part of the campaign, Ebro Foods donated money to the fund's nutrition projects. This means that every recipe had a direct impact on people's lives across the world.

17. Speaking engagements and events can help share results and promote engagement

Not only is it important to capture the SDG Fund's experience in reports, case studies and papers, but it is also important to ensure all knowledge management materials are shared with appropriate audiences. For this reason, the SDG Fund placed a heavy emphasis on advocacy through UN and non-UN events, as well as roundtables, international conferences and meetings to support capacity building and knowledge sharing. From 2015-2018, the SDG Fund participated in and organized 116 events.

Ahead of any event, it is crucial to define expected outcomes and key messages. This guides event planning up until the actual event. The SDG Fund prepared a concept note for every event, outlining goals and logistics. Once these were defined, a list of potential speakers was drawn up, taking into consideration their background and ensuring gender balance. Speakers were provided with the concept note and the agenda ahead of the gathering. This facilitated communication and effectively conveyed the purpose of the event so they could properly prepare.

Event panels and audiences should be diverse and ensure gender balance. The 2030 Agenda states that all actors should come together to tackle the SDGs. From the onset, the SDG Fund viewed this idea as fundamental for all strategies and initiatives, including events. At all SDG Fund events, the panels were composed of representatives from the UN, the private sector, NGOs and academia. These gatherings were unique opportunities for participants to hear the perspective of each representative. Additionally, this format allowed speakers to debate and share knowledge among themselves.

In line with these events' projected outcomes, it is essential to identify a targeted audience for a specific event. Having a large network and invitation list is extremely helpful to ensure good attendance. The SDG Fund had many contact lists divided into categories to ensure the targeted audience was invited. In some cases, the SDG Fund undertook a lot of research to identify interested and prospective participants. For example, in the case of the Built Environment event with the Pritzker Prize Laureates, the existing contact lists lacked focus on sustainability and architecture, a sector that was new to the SDG Fund. The SDG Fund created a new database with contacts from architecture schools and firms, and NGOs interested in urban planning.

A well-attended event does not necessarily equate to success. In order to ensure that the information, reports or other knowledge management tools being discussed at the event are shared beyond the actual gathering, participants must take this knowledge with them and share the information.

18. Create networks and partnerships to increase visibility

The SDG Fund developed partnerships with several online platforms and outlets that regularly circulate information on development-related events and reports. This helped the SDG Fund reach a larger audience. Being a small fund, it was helpful to partner with recognized partners to enhance visibility.

The SDG Fund organized 31 events and was invited to speak at 85 events worldwide. By sharing key lessons learned and best practices, particularly regarding its work with the private sector, the SDG Fund's work was widely shared. Thanks to this kind of visibility and events, many organizations were keen to have the SDG Fund participate in their activities.

7. CONCLUSIONS

This document offered insight from the SDG Fund on promoting inter-agency collaboration to advance sustainable development, with concrete examples from its work. In addition, the SDG Fund can share global lessons on what it means to operate as a UN platform for sustainable development and what types of partnerships are required to achieve the 2030 Agenda:

- **Support the UN's joint efforts to create multi-stakeholder partnerships.** Partners value working with the UN system as a whole, as this allows comprehensive and multi-sector responses. All UN agencies should benefit from the collaboration and bring their expertise to partnerships for the SDGs. Creation of platform on SDGs should support development cooperation mechanism not only through services to the involved UN agencies but also as an opportunity to engage in new partnerships opportunities.
- **Rely on joint programmes and partnerships to improve UN integration across the SDGs.** UN Resident Coordinators provide alignment and coordination, while UN agencies can set concrete examples and identify areas of work that can best advance specific elements of the SDGs.
- **Reduce hurdles for partnerships.** To facilitate SDG integration, it is important to facilitate one-stop shops for partnerships around the SDGs. Pull partners from all sides, including the private sector, academia and civil societies. Develop innovative and sustainable partnerships to support the 2030 Agenda, following the UN due diligence process.
- **Competition triggers value.** Using competitive calls for proposals helped increase the pool of proposals. The use of experts to evaluate the proposals improved project quality and allowed the SDG Fund to identify potential challenges from the start.
- **Use knowledge management, communications and advocacy to support the SDGs.** It is important to raise awareness about the SDGs using various knowledge products, communications strategies and tools. Support knowledge generation by sharing best practices and experiences and promote inter-agency partnerships to produce knowledge products to advance the SDGs.
- **Create a unique reporting platform and a global common interface.** National ownership is the first principle to guide SDG action, but to become a platform and a global brand, reporting and governance should be shared across countries. This will not only bring coherence, but allow better and more integrated reporting. It will also facilitate better use of data produced by the platform. Online platforms also provide a low-cost solution for joint programme results management.

8. REFERENCES

Private Sector Advisory Group Annual Reports:

SDG Fund Private Sector Advisory Group, Harvard's Kennedy School and Business Fights Poverty (2015). [Business and the United Nations: Working Together Towards the Sustainable Development Goals: A Framework for Action.](#) Outlines the business and development case for more UN-business engagement as well as recommendations on the ways that the UN can work more effectively on this shared imperative.

SDG Fund Private Sector Advisory Group and Global Compact (2016). [Universality and the SDGs: A Business Perspective.](#) Highlights perspectives from large and small companies working to understand the new development agenda.

SDG Fund Private Sector Advisory Group, Pennsylvania University Law School and McDermott Will & Emery (2017). [Business and SDG 16: Contributing to Peaceful, Just and Inclusive Societies.](#) Examines how Sustainable Development Goal 16 (peace, justice and strong institutions) is relevant to the private sector and offers perspectives on the links between peace and the development agenda.

Follow-up reports on Business and SDG 16:

SDG Fund, Concordia and The International Peace Institute (2017). [A New Way of Doing Business: Partnering for Sustainable Development and Peace.](#) Explores what is needed for the private sector, governments, the UN, and civil society to collaborate with each other through new global partnerships.

One Earth Future Research, SDG Fund, Global Alliance, AIM2Flourish, IPI, Concordia, and UNDP/Oslo Governance Centre (2018). [The Role of the Private Sector in Support of Reporting Under SDG 16.](#) Examines public-private partnerships as one tool for helping governments collect and share data on good governance and peace.

Additional Resources:

GRI, UN Global Compact and WBCSD (2015). [SDG Compass: The Guide for Business Action on the SDGs.](#) Explains the SDGs and how they affect business, outlining tools that companies can apply to set or align their business strategies to maximize their contribution to the SDGs.

UN Global Compact. [The Ten Principles of the UN Global Compact.](#) Principles that guide business strategies, policies and procedures to create a culture of integrity, not only by upholding their basic responsibilities to people and the planet, but also by setting the stage for long-term success.



Women at the SDG Fund-supported one-stop-shop in Palestine. The women's unemployment rate is one of the highest in the region, and the entrepreneurship rate is amongst the lowest in the world. The initiative has focused entirely on women-owned businesses, whether start-ups or existing ones, to enable them to increase their incomes and become self-sustaining. © SDG Fund / Palestine

ANNEX I SDG FUND RESULTS MANAGEMENT SYSTEM QUICK USER GUIDE



1. The entry page for SDG Fund's online results management platform is:
<http://proposals.sdgfund.org/>



The screenshot shows the homepage of the SDG Fund's online results management platform. The URL in the browser is proposals.sdgfund.org. The page features the SDG Fund logo and navigation links: Home, Approved programmes, Additional resources, and Q&A. A green banner at the top reads "SDG-F Joint Programmes application process". Below this, a blue arrow points to a "User login" box containing fields for "Username *" and "Password *" and a "Log in" button. To the right of the login box, there is a section titled "Agenda 2030: Sustainable Development Goals" with a paragraph of text, and another section titled "SDG-F Monitoring Platform" with a paragraph of text.

User login

Username *

Password *

Log in

Agenda 2030: Sustainable Development Goals

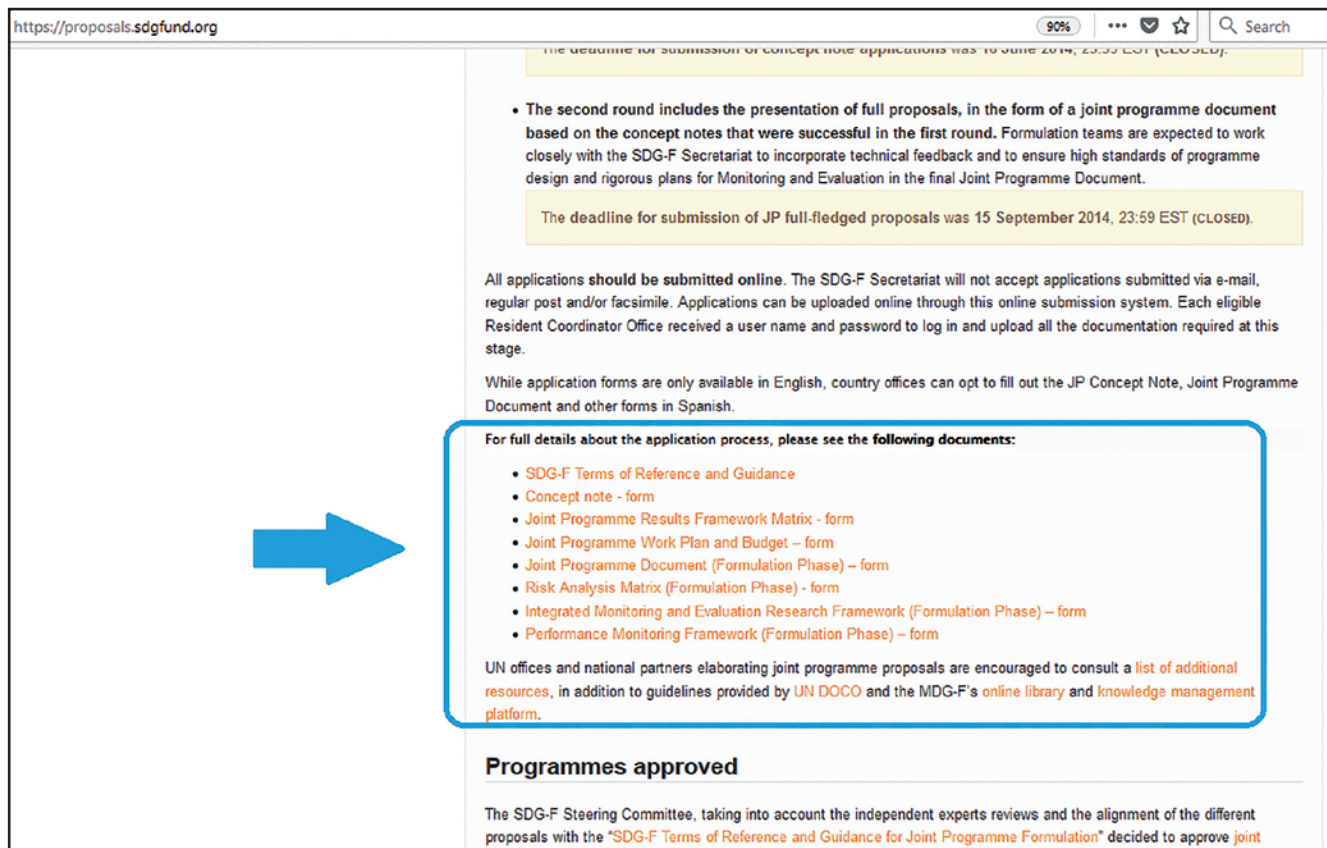
The Sustainable Development Goals Fund (SDG-F) is a development cooperation mechanism created in 2014 by UNDP, on behalf of the UN system with an initial contribution by the Government of Spain. The SDG-F supports sustainable development activities through integrated and multidimensional joint programmes. It builds on the experience, knowledge, lessons learned and best practices of the MDG Achievement Fund (2007-2013), which supported 130 joint programmes in 50 countries, while expanding its activities towards sustainable development, a greater focus on public-private partnerships and updating its operational framework to incorporate recent advancements in development (Busan Partnership for Effective Development Co-operation and the discussions on the Post-2015 Development Agenda). Gender and women's empowerment is a cross-cutting priority in all our areas of work.

SDG-F Monitoring Platform

The monitoring platform has been designed as an online repository of all official documents relating to the SDG-F joint programmes to assist teams with knowledge management within their joint programmes and also help improve knowledge management across the Fund. Joint programme teams will be able to access all documents, including their project document, work plans, press release and monitoring reports etc. on the online platform.

Online submission allows greater transparency, easy access to information, official documents and tracking of progress for all programme stakeholders and for easier aggregation of data at the Secretariat level.

2. Offline templates in Word and Excel are embedded at the bottom of the entry page:



The screenshot shows the bottom section of the SDG Fund's online results management platform entry page. The URL in the browser is <https://proposals.sdgfund.org>. A blue arrow points to a box containing a list of documents. Above this box, there is a paragraph of text and a section titled "Programmes approved" with a paragraph of text.

The deadline for submission of concept note applications was 10 June 2014, 23:59 EST (CLOSED).

- The second round includes the presentation of full proposals, in the form of a joint programme document based on the concept notes that were successful in the first round. Formulation teams are expected to work closely with the SDG-F Secretariat to incorporate technical feedback and to ensure high standards of programme design and rigorous plans for Monitoring and Evaluation in the final Joint Programme Document.

The deadline for submission of JP full-fledged proposals was 15 September 2014, 23:59 EST (CLOSED).

All applications should be submitted online. The SDG-F Secretariat will not accept applications submitted via e-mail, regular post and/or facsimile. Applications can be uploaded online through this online submission system. Each eligible Resident Coordinator Office received a user name and password to log in and upload all the documentation required at this stage.

While application forms are only available in English, country offices can opt to fill out the JP Concept Note, Joint Programme Document and other forms in Spanish.

For full details about the application process, please see the following documents:

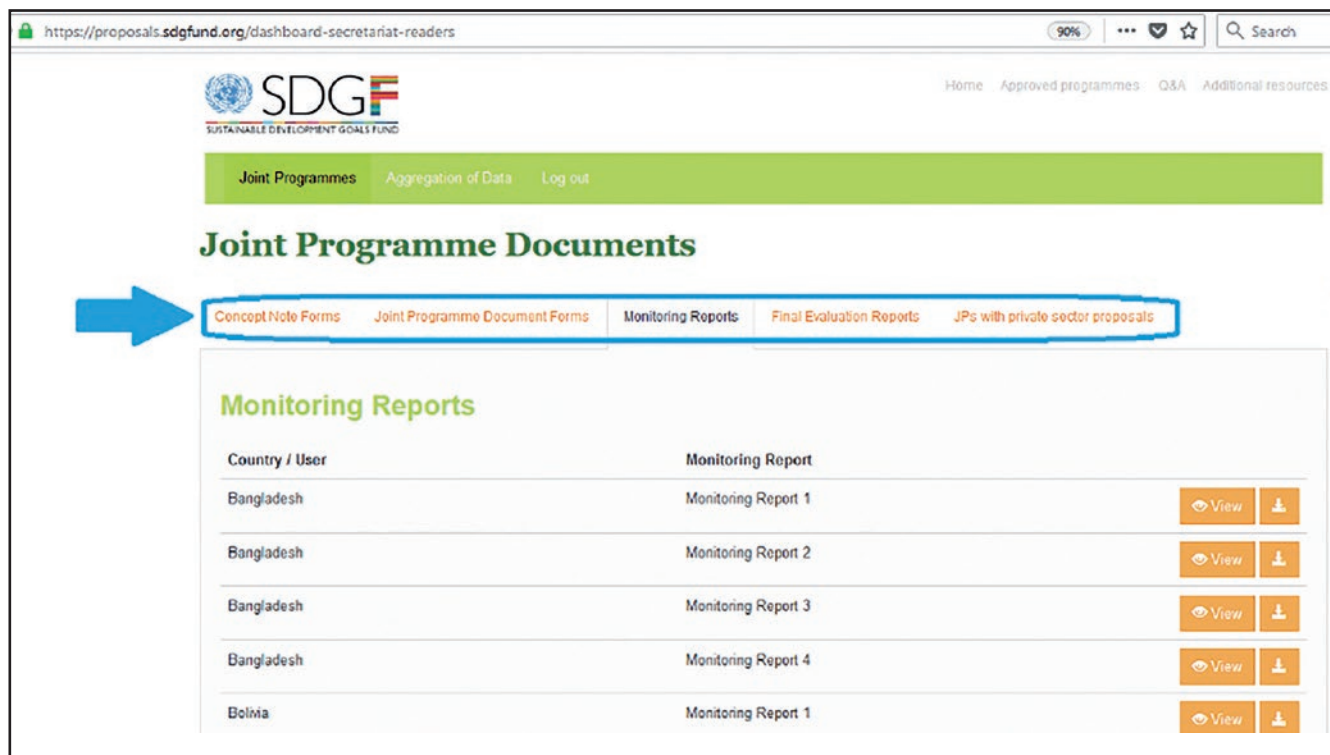
- SDG-F Terms of Reference and Guidance
- Concept note - form
- Joint Programme Results Framework Matrix - form
- Joint Programme Work Plan and Budget - form
- Joint Programme Document (Formulation Phase) - form
- Risk Analysis Matrix (Formulation Phase) - form
- Integrated Monitoring and Evaluation Research Framework (Formulation Phase) - form
- Performance Monitoring Framework (Formulation Phase) - form

UN offices and national partners elaborating joint programme proposals are encouraged to consult a list of additional resources, in addition to guidelines provided by UN DOCO and the MDG-F's online library and knowledge management platform.

Programmes approved

The SDG-F Steering Committee, taking into account the independent experts reviews and the alignment of the different proposals with the "SDG-F Terms of Reference and Guidance for Joint Programme Formulation" decided to approve joint

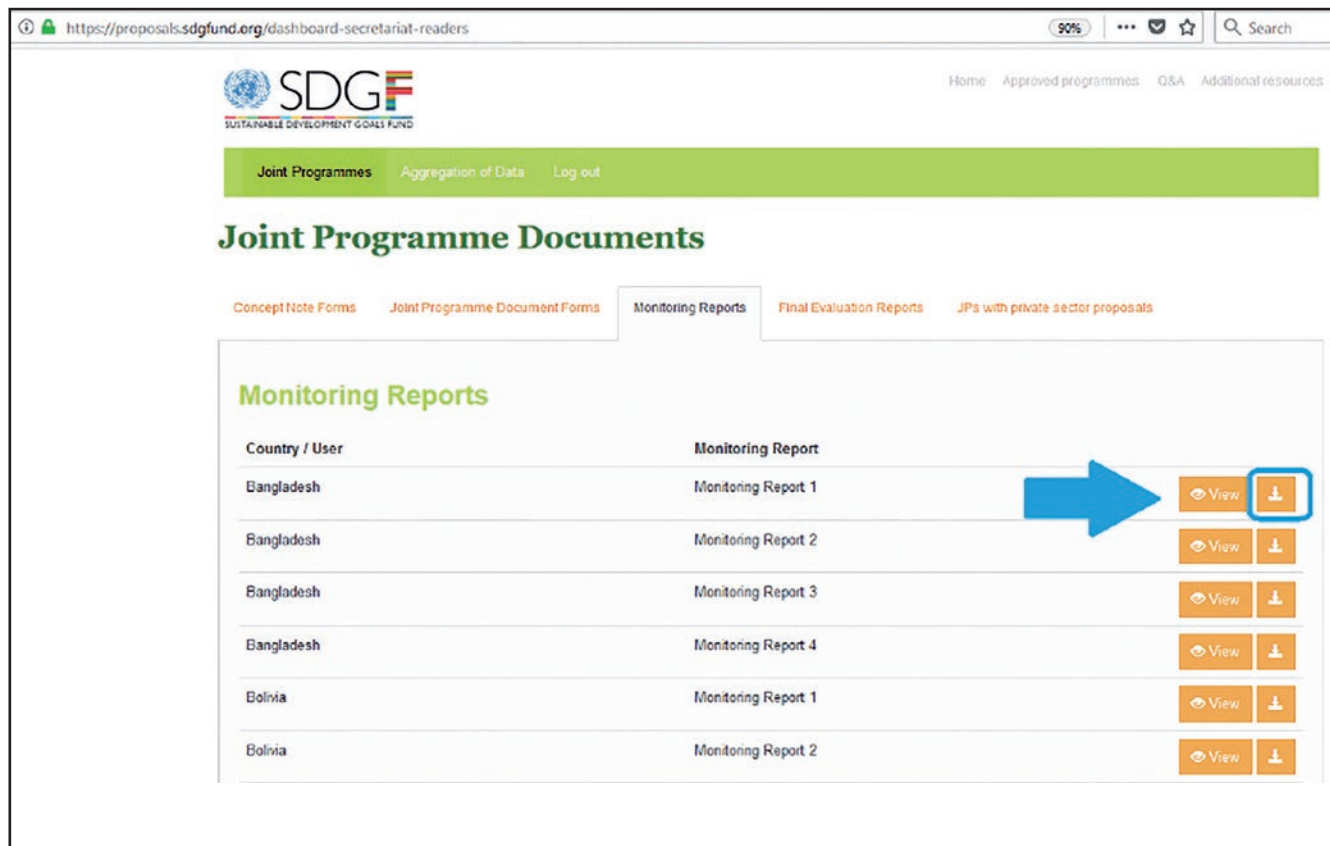
3. Documents are organized by type and listed on each page, by country:



The screenshot shows the SDGF dashboard at <https://proposals.sdgfund.org/dashboard-secretariat-readers>. The page title is "Joint Programme Documents". Below the title, there is a navigation bar with five tabs: "Concept Note Forms", "Joint Programme Document Forms", "Monitoring Reports", "Final Evaluation Reports", and "JPs with private sector proposals". A blue arrow points to the "Monitoring Reports" tab. Below the navigation bar, there is a table titled "Monitoring Reports" with two columns: "Country / User" and "Monitoring Report". The table lists five entries, all for Bangladesh, with monitoring reports 1 through 4, and one for Bolivia. Each entry has "View" and "Download" buttons.

Country / User	Monitoring Report
Bangladesh	Monitoring Report 1
Bangladesh	Monitoring Report 2
Bangladesh	Monitoring Report 3
Bangladesh	Monitoring Report 4
Bolivia	Monitoring Report 1

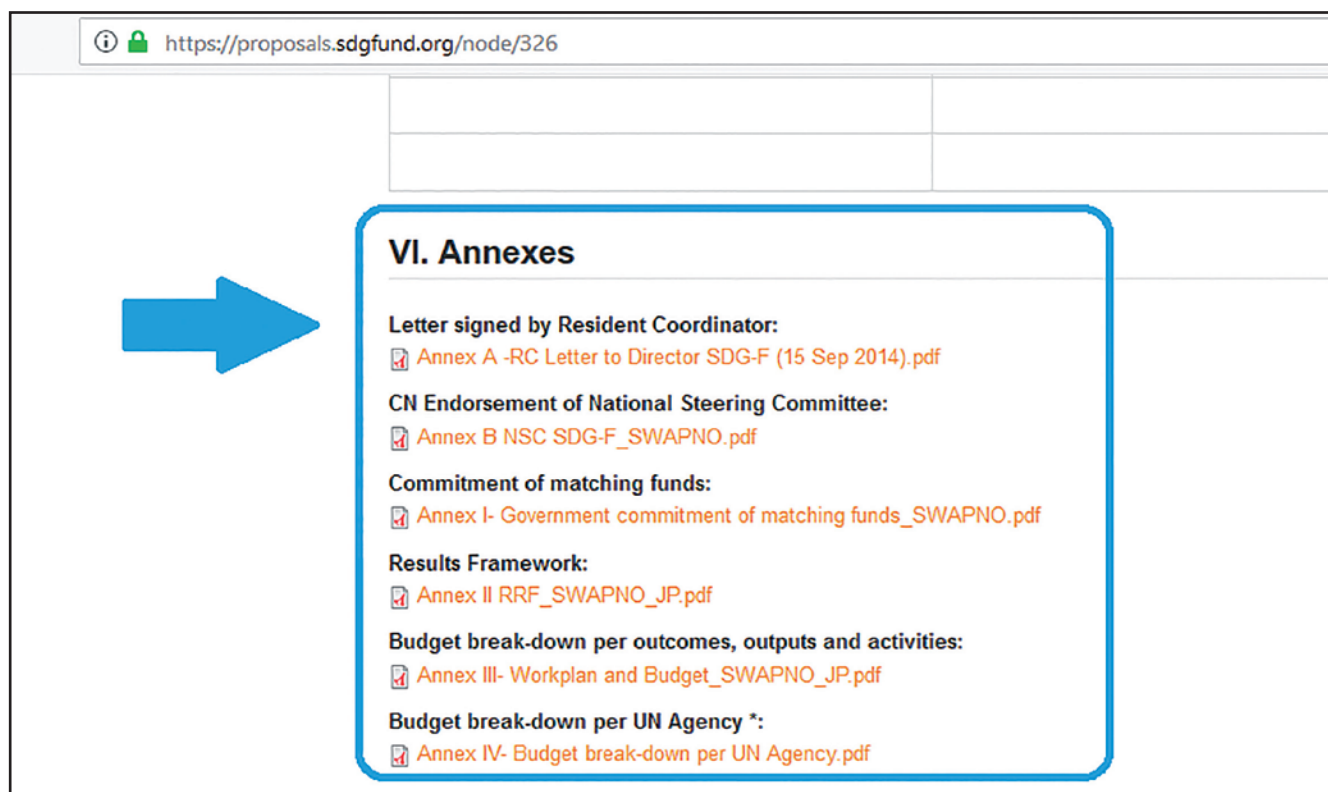
4. All documents, i.e. monitoring reports etc. can be downloaded into PDF files:



The screenshot shows the same SDGF dashboard as above, but with a blue arrow pointing to the "Download" button for the first monitoring report (Bangladesh Monitoring Report 1). The "Download" button is highlighted with a blue box.


Country / User	Monitoring Report
Bangladesh	Monitoring Report 1
Bangladesh	Monitoring Report 2
Bangladesh	Monitoring Report 3
Bangladesh	Monitoring Report 4
Bolivia	Monitoring Report 1
Bolivia	Monitoring Report 2


5. Annexes of each concept note and fully-fledged proposal can be found at the bottom of each respective page:





https://proposals.sdgfund.org/node/326


VI. Annexes


Letter signed by Resident Coordinator:
 [Annex A -RC Letter to Director SDG-F \(15 Sep 2014\).pdf](#)

CN Endorsement of National Steering Committee:
 [Annex B NSC SDG-F_SWAPNO.pdf](#)

Commitment of matching funds:
 [Annex I- Government commitment of matching funds_SWAPNO.pdf](#)

Results Framework:
 [Annex II RRF_SWAPNO_JP.pdf](#)

Budget break-down per outcomes, outputs and activities:
 [Annex III- Workplan and Budget_SWAPNO_JP.pdf](#)

Budget break-down per UN Agency *:
 [Annex IV- Budget break-down per UN Agency.pdf](#)

6. Reviews and scores given by experts can be seen for each concept note and proposal in the Secretariat and Steering Committee accounts:



https://proposals.sdgfund.org/node/609?c=402

SDGF
SUSTAINABLE DEVELOPMENT GOALS FUND

Home Approved programmes Additional resources

Joint Programmes Aggregation of Data Log out

JP with private sector proposals (Nigeria)

Programme Title:	Food Africa Project – Empowering Youth and Promoting Innovative PPPs through More Efficient Agro-Food Value Chains in Nigeria
Country / User:	Nigeria

Gender Review

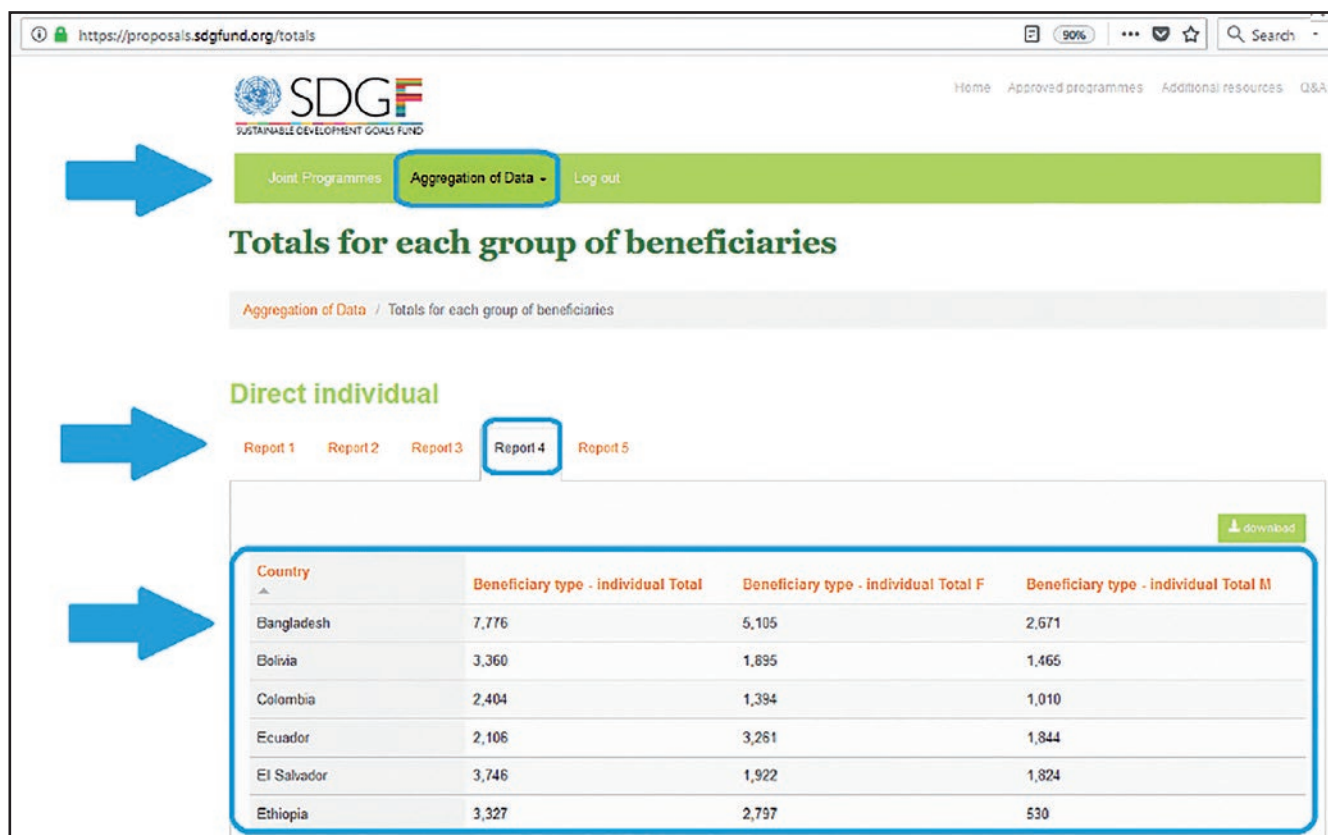
Quality of the proposal in addressing gender inequality effectively (range 1 to 4):

1 2 **3** 4

Quality of the proposal in addressing gender inequality effectively:

From the point of view of gender equality it has been noticed that the proposal includes deep analysis from the gender perspective in its design, implementation and management. Moreover, on section "Women in Agriculture in Nigeria", it is shown the problems that women in Nigeria have to face related with the access to ownership and control over land compared with men. The information contains percentages that provide us a deeper disaggregated data by sex. In relation to beneficiaries, the program mentions that half of the project's direct beneficiaries will be women and it includes training programs for them in order to develop their business and financial

7. Crude aggregation of data from all joint programmes, i.e. direct beneficiaries, etc. is viewable online in the Secretariat account:



https://proposals.sdgfund.org/totals

SDGF
SUSTAINABLE DEVELOPMENT GOALS FUND

Home Approved programmes Additional resources Q&A

Joint Programmes **Aggregation of Data** Log out

Totals for each group of beneficiaries

Aggregation of Data / Totals for each group of beneficiaries

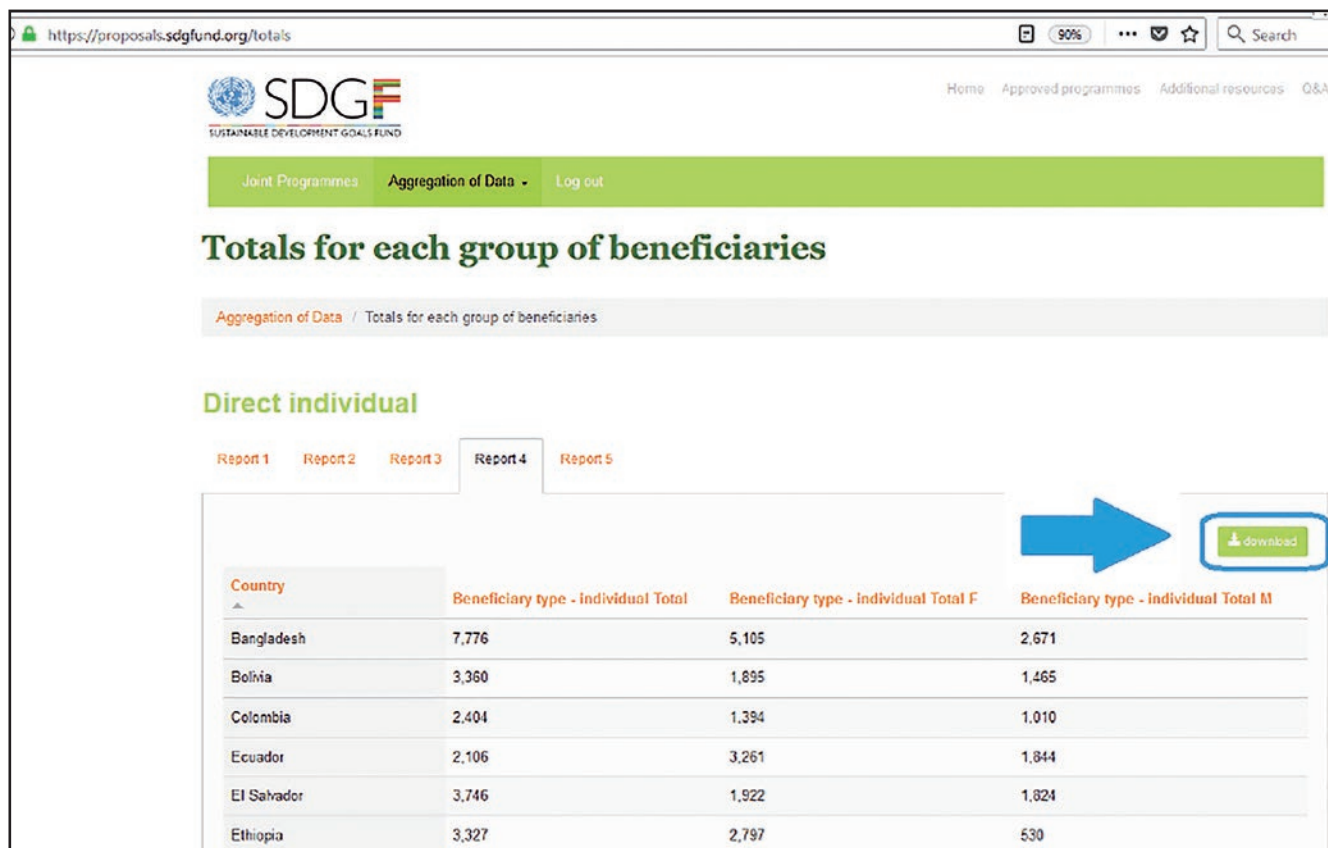
Direct individual

Report 1 Report 2 Report 3 **Report 4** Report 5

download

Country	Beneficiary type - individual Total	Beneficiary type - individual Total F	Beneficiary type - individual Total M
Bangladesh	7,776	5,105	2,671
Bolivia	3,360	1,895	1,465
Colombia	2,404	1,394	1,010
Ecuador	2,106	3,261	1,844
El Salvador	3,746	1,922	1,824
Ethiopia	3,327	2,797	530

8. Aggregated data can be downloaded in Excel format in the Secretariat account:



https://proposals.sdgfund.org/totals

SDGF
SUSTAINABLE DEVELOPMENT GOALS FUND

Home Approved programmes Additional resources Q&A

Joint Programmes **Aggregation of Data** Log out

Totals for each group of beneficiaries

Aggregation of Data / Totals for each group of beneficiaries

Direct individual

Report 1 Report 2 Report 3 **Report 4** Report 5

download

Country	Beneficiary type - individual Total	Beneficiary type - individual Total F	Beneficiary type - individual Total M
Bangladesh	7,776	5,105	2,671
Bolivia	3,360	1,895	1,465
Colombia	2,404	1,394	1,010
Ecuador	2,106	3,261	1,844
El Salvador	3,746	1,922	1,824
Ethiopia	3,327	2,797	530

9. The “test country” user is a “demo” account which grants external users access to the different online templates embedded into the results management system. The data from “test country” is not aggregated:

https://proposals.sdgfund.org/node/357/edit?content_lock_token=glPaN_knGO6PKwMoDGMRIAz_GWy4jqdOPVHRQtDSeqQ

90%

I. JP Information II. Contact Information III. Financial information IV. Beneficiaries V. JP Progress VI. JP contribution to the SDGs VII. Additional information VIII. Preview

Programme contact information

Resident Coordinator

Name
John Doe

E-mail
test@test.com

UNCT contact person for implementation

Name
Testname Contact Person

Agency
Test Agency

Title
Test Title

E-mail
test2@test.com

Alternative UNCT contact person for implementation

Name
Alt. Testname Contact Person

Agency
Alt. Test Agency

Title
Alt. Test Title

E-mail
test3@test.com

10 The only difference between the Secretariat and the Secretariat “master” accounts is the latter has editing rights, which have, as abovementioned, been seldom used:

proposals.sdgfund.org/dashboard/secretariat

90%

Monitoring Reports

Country / User	Monitoring Report	View	Edit & Lock	Edit	Download
Viet Nam	Monitoring Report 3				
Viet Nam	Monitoring Report 4				
Viet Nam	Monitoring Report 1				
Viet Nam	Monitoring Report 2				
Vanuatu	Monitoring Report 4				
Vanuatu	Monitoring Report 1				
Vanuatu	Monitoring Report 3				
Vanuatu	Monitoring Report 2				

