

REPORT ON THE SDG FUND'S ACHIEVEMENTS

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The SDG Fund and the SDGs

The SDG Fund is the first UN development cooperation mechanism specifically established to implement the 2030 Agenda. Building upon the experience and lessons learned of the previous **MDG Achievement Fund** (2007-2013), the SDG Fund intends to act as a bridge in the transition from MDGs to SDGs, providing concrete experiences on how to achieve a sustainable and inclusive world post-2015 through its integrated and multidimensional joint programmes. To see the work of the SDGF in Agenda 2030 implementation, see the link: www.sdgfund.org

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

As an inter-agency mechanism, the SDG Fund works across the UN system, currently with 14 agencies, implementing joint programmes around the globe. The government of Spain made the initial contribution to establish the fund, and more than 20 donors have donated since.

The SDG Fund is supporting joint programmes in 23 countries with an approximately US \$70 million budget. National and international partners, including the private sector, provide approximately 58% of the resources through matching funds. Each joint programme contributes to the achievement of several SDGs.

The UN development system is composed of a wide array of specialized agencies. Each has a unique set of capacities, expertise, and partner networks. Through SDG Fund joint programmes, UN agencies come together, with the critical support of the UN resident coordinator, in service of each country.

“Delivering as One” refers to a concept at the core of the UN reform process: coordinating different agencies to exploit their competitive advantages. A high level panel report with that title was published in 2006 demanding more coherence within the UN. The MDG Achievement Fund, precursor of the SDG Fund, was the largest UN initiative to put the “Delivering as One” principle into work, with proven positive results that are being taken up by the SDG Fund joint programmes:

Creates broad and multi-stakeholder development platforms. Combining the specialized expertise of several UN Agencies, the SDG Fund brings about joint programmes that convene and put national and local governments, civil society organizations, communities, and private sector to work together.

Addresses multidimensional and complex priorities. Our programmes are able to tackle development priorities that converge and overlap. That's for example the case of multidimensional issues, such as nutrition and food security. By targeting multi-dimensional development challenges, our programmes have also helped to increase cross-sectoral government interventions.

Promotes dialogue. When a multisectoral approach is properly included in the programme design, it not only contributes to improving coordination and effectiveness of the UN System, but also to intersectoral dialogue and coordination among national institutions. This is why almost 50 governments have adopted this modality of work with the UN.

The inclusive leadership of UN resident coordinator is essential for the success of this approach. The resident coordinator must balance involvement, transparency, and functionality, and clarify institutional roles. The SDG-F believes profoundly in the articulating role of resident coordinators and provides a unique opportunity for them to strengthen their vital role as leaders of United Nations Country Teams (UNCT).

UN coherence for sustainable development

Fostering trust between partners also builds an important base for coordination. But even if the coordination learning curve is steep, results in the longer term clearly pay back.

UN coordination and Delivering as One, also known as UN system-wide coherence, is work in progress and an important element of the current efforts of the UN to get “fit for purpose” to deliver concrete and sustainable development results. The UN Secretary General has called the UN system to work more collaboratively. As sustainable development requires taking the social, economic, and environmental consequences of development programmes, UN coherence will be central.

According with the Fund's Terms of Reference, the main purpose of the SDGF is to achieve the SDG goals included in the Agenda 2030 approved by the General Assembly of the UN. This is the main goal of the Fund and that's the reason for developing Joint programmes in the field as well as advocacy activities with different actors, following the content of the Agenda 2030.

The SDG Fund is conceived as a tool to support the basic mandate of the UN Agencies, Funds and Programmes and a tool for performing activities in specific countries with an innovative approach and with special emphasis on engaging the Private Sector and non-traditional development partners.

The SDGF aims to become a relevant, efficient, effective, sustainable and impactful multilateral, multi-agency and multi-stakeholder development mechanism that addresses the 2030 Agenda challenges and objectives and contributes to the implementation and achievement of the SDGs engaging non-traditional stakeholders with special emphasis on the Private Sector and its development role as a game changer.

The main objectives of the Fund are: the achievement of the goals according with the new agenda 2030; national ownership following Paris, Accra and Busan agreements; and effectiveness of the UN system bringing together UN agencies, national governments, academia, civil society, creative industries and the private sector to achieve the 2030 Agenda for Sustainable Development and its 17 sustainable development goals. It is the first mechanism with these characteristics specifically created to achieve the SDGs. Its matching funds resource mobilization approach has proven to be an effective mechanism to leverage funds, guaranty national ownership and encourage sustainability.

The way to work, matrix with indicators for the JPs, baseline, targets, means of verification and data collection methods are included in the ToRs for JPs and also for PPP.

Inputs

The SDG Fund in order to fulfil its objectives and thus positively contribute to the 2030 Agenda implementation and SDGs achievement needs to enlarge its donor base, widen the number of non-traditional development actors partners and promote the improvement of its related development interventions. Moreover, the SDG Fund is based on the principles of effective development cooperation (including national ownership, alignment, harmonization, simplification, mutual accountability and focus on results), inclusion and participation and One UN coordination, all principles that guide its activities.

Activities

The SDG Fund achieves its objectives through the following activities:

- Joint programmes, at the country level.
- Public-private innovation for sustainable development. Projects promoting innovative Public-Private Partnerships (PPPs).
- Advocacy for Agenda 2030.
- Building Partnerships to achieve Agenda 2030.
- Generation of knowledge, knowledge management and engagement with Academia and the education sector.
- Generation or relevant debates and dialogues.

- Communication and social mobilization and engagement with creative industries, including sports and technology.

Outputs

The SDG Fund understands that its outputs will be:

SDG Fund's Joint Programmes are successful and relevant instruments to achieve SDGs in an efficient, relevant and effective way. The interventions are impactful and sustainable. The SDGF's PPPs are successful and relevant instruments to achieve SDGs in an efficient, relevant and effective way. Non-traditional stakeholders contribute the implementation of SDGs through SDGF's PPPs. A series of events & publications related to the SDGF's work, partnerships and KM are organized and undertaken. These will lead not only to fulfil KM purposes but as well to develop our advocacy strategy and to increase SDGs and 2030 Agenda awareness. RM and Fundraising initiatives are critical to fund the SDGF's activities and PPPs in order to actively and positively contribute to 2030 Agenda implementation. Finally, successful and relevant engagement of non-traditional stakeholders and new development actors to implement 2030 Agenda is a major output pursued by the SDGF.

Outcomes

The major expected outcomes of the SDG Fund are:

Achieving individual SDGs

Increased awareness about Agenda 2030

SDGs and Agenda 2030 implementation

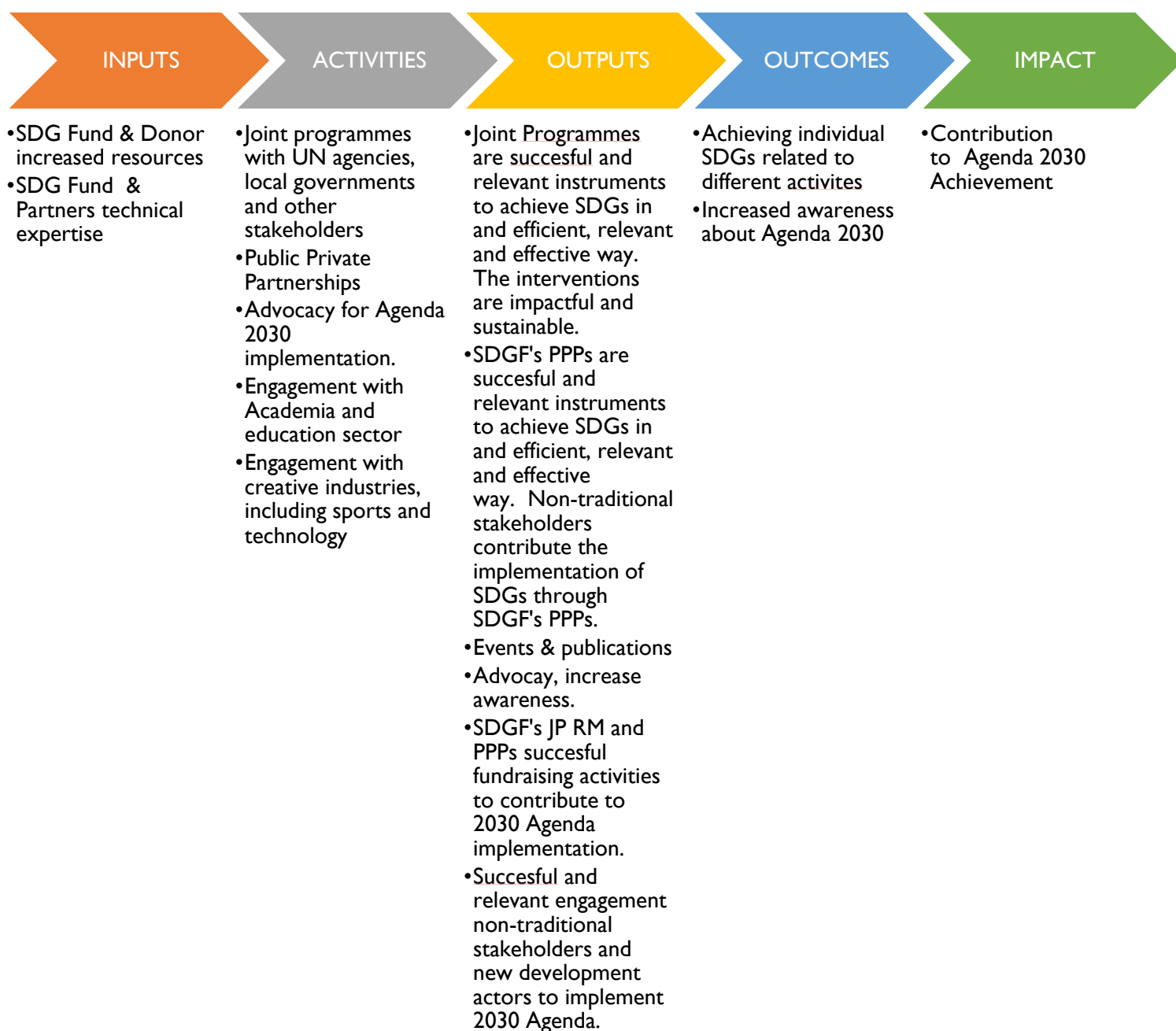
The SDG Fund recognizes that to achieve Agenda 2030, it requires the active participation of not just governments and the UN System but equally academia, civil society and the private sector and most importantly citizens themselves. Each of the SDG Fund's interventions (joint programmes, public-private partnerships, advocacy efforts and building coalitions) on the ground centers on building partnerships and promoting national ownership. Interventions are also designed keeping in mind a holistic approach to achieving Agenda 2030, with each one addressing multiple goals.

Impact

Agenda 2030 is efficiently implemented and achieved in 2030.

Criteria

- It is expected that the SDG Fund, especially through its matching funds approach, achieves its objectives according to the following criteria:
- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability



Quick facts about SDGF

- The SDG Fund was established in 2014 by the UN, with an initial contribution from the government of Spain to support sustainable development activities through multidimensional joint programmes.
- SDG Fund joint programmes in 23 countries are improving the lives of more than 5.5 million people.
- Joint programmes bring together an average of three UN agencies. This strengthens the UN's ability to deliver as one entity.
- 14 UN entities and hundreds of national counterparts are involved in making the SDG Fund joint activities a reality.
- 56% of the joint programme resources are matched by national partners, increasing impact, ownership, relevance, and sustainability.
- Approximately 70% of joint programme participants are women and girls.
- To better align public-private partnerships for sustainable development, the SDG Fund has established a Private Sector Advisory Group, formed by business leaders of major companies from industries worldwide.
- The SDG Fund is fully committed to financial and programmatic transparency. All finances are updated through the MPTF financial reporting platform.
- By mobilizing matching funds, every dollar invested in the SDG Fund has generated an additional 2.36 dollars in the programme budget

Details about the impact in every SDGs can be found in the chapter devoted to Joint Programmes in this report.

From MDGs to SDGs

In September 2000, leaders of 189 countries gathered at the United Nations headquarters and signed the historic Millennium Declaration, in which they committed to achieving a set of eight

measurable goals that range from halving extreme poverty and hunger to promoting gender equality and reducing child mortality, by the target date of 2015.

The Millennium Development Goals (MDGs)	
Goal 1	Eradicate extreme poverty and hunger
Goal 2	Achieve universal primary education
Goal 3	Promote gender equality and empower women
Goal 4	Reduce child mortality
Goal 5	Improve maternal health
Goal 6	Combating HIV/AIDs, malaria, and other diseases
Goal 7	Ensure environmental sustainability
Goal 8	Develop a global partnership for development

The MDGs were revolutionary in providing a common language to reach global agreement. The 8 goals were realistic and easy to communicate, with a clear measurement/monitoring mechanism.

Substantial progress has been made regarding the MDGs. The world has already realized the first MDG of halving the extreme poverty rate by 2015. However, the achievements have been uneven. The MDGs are set to expire in 2015 and the discussion of a post-2015 agenda continues. The focus is now on building a sustainable world where environmental sustainability, social inclusion, and economic development are equally valued.

The [MDG Fund](#) contributed directly and indirectly to the achievement of the MDGs. It adopted an inclusive and comprehensive approach to the MDGs. The approach was guided by the Millennium Declaration and its emphasis on development as a right, with targeted attention directed towards traditionally marginalized groups such as ethnic minorities, indigenous groups, and women.

The Global Consultation of Sustainable Development Goals

The [Rio+20 conference](#) (the United Nations Conference on Sustainable Development) in Rio de Janeiro, June 2012, galvanized [a process](#) to develop a new set of Sustainable Development Goals (SDGs) which will carry on the momentum generated by the MDGs and fit into a global development framework beyond 2015.

In the interest of creating a new, people-centered, development agenda, a global consultation was conducted online and offline. Civil society organizations, citizens, scientists, academics, and the private sector from around the world were all actively engaged in the process. Activities included thematic and national consultations, and the [My World](#) survey led by the United Nations Development Group. [Specialized panels](#) were also held and provided ground to facilitate intergovernmental discussions. The UN Secretary General presented a [synthesis](#) of the results of these consultation processes.

In July 2014, the UN General Assembly Open Working Group (OWG) proposed [a document containing 17 goals](#) to be put forward for the General Assembly's approval in September 2015. This document set the ground for the new SDGs and the global development agenda spanning from 2015-2030.

Sustainable Development Goals (SDGs) as proposed by the OWG	
Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable quality education and promote life-long learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable, and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts

<u>Goal 14</u>	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
<u>Goal 15</u>	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss
<u>Goal 16</u>	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels
<u>Goal 17</u>	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Transition from the MDG Achievement Fund and SDGF Governance

The MDGF was created as a Spanish initiative for 4 years to support MDG goals plus the Spanish priorities on development, catalyzed mainly through the “Spanish Cooperation Master Plan 2005-2009”. MDGF was a Spanish fund, with a contribution of almost \$1000M to UNDP. It was not conceived to have other donors. Official webpage of the Fund explained the goal of MFDG with the following language: *The MDG Achievement Fund (MDG-F) was committed to eradicating poverty and inequality and changing people’s lives around the world. Set up in 2007 with a generous contribution from the Government of Spain to the United Nations system, we worked together with and in support of citizens and their organizations as well as governments to implement programmes that helped advance the Millennium Development Goals (MDGs) worldwide.*

Eligibility of programs were subject to Spanish priorities according with the fact sheet of the Fund:

“Eligibility

Access to funding from the MDG-F is limited to the 57 priority countries for Spanish ODA, listed in the table below.

Region (by UNDP classification)	Eligible countries
Africa	Angola, Cape Verde, Democratic Republic of Congo, Equatorial Guinea, Ethiopia, Guinea Bissau, Mauritania, Mozambique, Namibia, Sao Tome & Principe, Senegal, South Africa
Latin America	Argentina, Bolivia, Brazil, Chile, Colombia Costa Rica, Cuba, Dominican Republic

	Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela
Arab States	Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Palestinian Territories, Sudan, Syria Tunisia
Europe and CIS	Albania, Bosnia-Herzegovina, Croatia, Kosovo (UN administered province), Macedonia, Montenegro, Serbia, Turkey
Asia	Afghanistan, Bangladesh, Cambodia, China, Timor-Leste, Philippines, Vietnam

All UNDG members are eligible to be a Participating UN Organization in the Fund and to manage MDG-F resources, following signing of a global MoU with UNDP's Multi Donor Trust Fund Office. At the country-level, all Fund-supported joint programmes will be based on a 'Pass-Through' mechanism, with UNDP serving as the Administrative Agent"

The Administrative Agreement stated:

NOW, THEREFORE, the Signatories hereto agree as follows:

I. Purpose

The purpose of the Fund is to support activities in the seven priority areas established by the Spanish Master Plan for International Cooperation (2005-2008) and as reflected in the Framework Document (Annex 1). The establishment of this Fund and management thereof by UNDP represent a strategic partnership between the Government of Spain and UNDP. The Fund shall be managed through two windows: a global window supporting the core mandates of United Nations Funds, Programmes and Agencies ("UN Agencies") and other development organizations, and a country window supporting UN Country Team initiatives, as further described in the attached Framework Document.

The MDGF finished activities in 2012, as requested by Spain, and a global evaluation was conducted in 2013-2014. All lessons learnt and best practices were used for other UN initiatives. Especially to prepare the ToRs for the SDGF which included all lessons learned taking into account the new international setting and the Agenda 2030.

After the closure of the MDGF, Spain suggested to use unspent balance to create a new Fund with a different approach.

Spain proposed to create a **multi-donor** and **multi-agency** mechanism to support the implementation of the agenda 2030 and therefore as a permanent tool. During 2013/2014, Spain and UNDP designed the new mechanism and potential areas to work. At that time, Member States were negotiating the new agenda with a very general consensus to work about 3 areas:



food security and nutrition (goal 2); access to water and sanitation (goal 6); and inclusive economic growth (goal 8). These are the areas included in the first call for JPs proposals with the new Fund.

Additionally, three cross cutting issues were also approved: gender (goal 5); sustainability (goal 10); and public & private partnerships (goal 17).

After the approval of the agenda, goals 16 and 4 were also included as per SC decision.

Initially it was no decision about the name, since the agenda was not approved; after the approval, the SC decided to have a new **SDG Fund**.

The design of the new Fund had some substantial changes compared with the MDGF:

MDG Fund vs SDG Fund: a snapshot	
	
MDG Achievement Fund	SDG Fund
No matching funds	Matching funds
Two accounts: Secretariat and MPTF	One account: All disbursement through MPTF and according to UNDG/MPTF rules
Reduced involvement of private sector	Public-private partnerships as key priority
2007 - 2013	Open without prefixed closure
Bi-lateral	Multi-donor

5

In the SDGF, the main changes are as follow: All JPs will have matching funds from local actors or international actors working locally: the involvement of the private sector was considered as a priority; is establish as a permanent facility.

As a result, a new SC was created with participation of UN agencies and Member States.

2. Administrative, Accountability and Multi-Partner Trust Fund

A clear framework should be established as a guide for the administration of the initiative that will implement the funds as mandated.

The Secretariat should have in place a standard operating procedure document intended to spell out the internal financial and administrative processes within the Unit. This document follows the same procedures already established under the UNDP Trust Fund Manager guidelines, in accordance with UNDP Financial Rules and Regulations.

Any Secretariat staff approving payments, regardless of the process (in Atlas and/or outside Atlas), must be fully aware of the financial responsibility and accountability vested in her/his approval authority.

Please refer to the [UNDP Internal Control Framework](#) at the link for further info.

There is a Memorandum of Understanding between all implementing agencies and the MPTF, as well as between the donor country(ies) and the recipients. Such document(s) should be used as a guide to the implementation of all activities.

These MoUs will spell out: the purpose of such agreements, governance, contributions, accountability, financial arrangements, audit, reporting, monitoring and evaluation, joint communications, modifications, duration, terminations, and means of resolution in the event of disputes.

Any mechanism mentioned in the MoU should be respected, such as the creation of Terms of Reference(s), log risks, business work plan, as well as a detailed budget linked to it.

3. Policy and Advocacy for SDGs

This chapter includes information about the work done on communications and advocacy which also integrates all Knowledge and management activities as well as the activities implemented with Academia.

Communication and Advocacy

Since its inception in 2014, communication and advocacy have been incorporated in the DNA and working of the SDG Fund. As the communication and advocacy strategy approved in 2015 clearly delineate, visibility being one the communication priorities, but the Fund's approach to communication goes much beyond: the attempt has been to make of communication a truly strategic resource that permeates across the Fund's different activities and efforts. This section outlines this approach, present some examples and highlights several lessons learned.

The strategic approach to communications: building of the MDG Achievement Fund experience

The Communication and Advocacy Strategy was initially prepared for the period 2014 to 2016. For preparing this document of strategic action, the SDG Fund Secretariat relied heavily on the MDG Achievement Fund experience and some of its 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.** Communication and advocacy *"was introduced late in the process"*, and therefore at the moment of carrying out the evaluation *"the jury is still out in its usefulness"*.
- **One-Image.** The MDG Fund required their country offices *"that 'One Image' of the MDG-F be presented in all communications and advocacy tools used in recipient countries"*. The MDG Fund Secretariat also requested to reduce UN Agencies graphic visibility in 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 communication and advocacy partnerships that contribute to fostering *"a dialogue in international development"*.
- **Communication weaknesses.** The evaluation also identified a weak advocacy culture within some of the UN Agencies and national and implementing partners, particularly from the governments.

- **UN Agencies resistance.** The evaluation team described the resistance to use the MDG-F 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 efforts in communication and advocacy was connecting the global and local dimensions of the communication strategy. The communication and advocacy policy implemented by the MDG Fund Secretariat covered “*all aspects of communication and advocacy whether at the global, national or sub-national level*”. It also offered an integrated approach combining techniques in advocacy, communication and social mobilization.

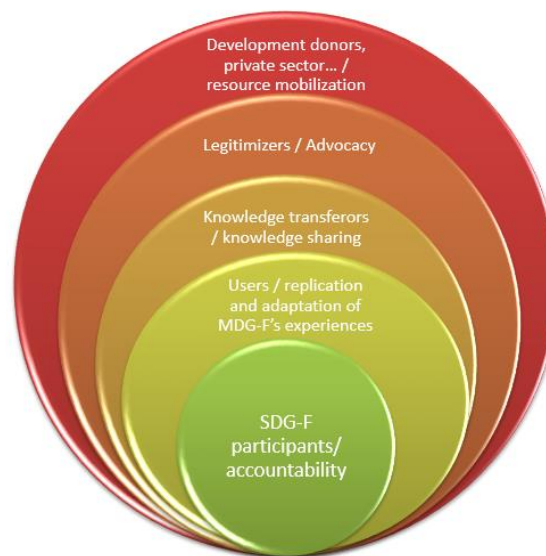
The SDG Fund Secretariat also developed its own assessment of the communication experience and researched other similar experiences. This effort was particularly important for the fact that the same MDG Fund Secretariat served as the embryonic platform for the new SDG Fund Secretariat served to facilitate the transfer of knowledge, expertise and best practices. Each of the joint programmes evaluations and experiences also offered valuable insight in developing the new communication strategy. This allowed the Secretariat to identify additional lessons learned and areas of improvement. For example:

- **Clear positioning of the SDG Fund.** In occasions the MDG Fund have difficulties to explain its added value, perhaps as a result of its size. Clear positioning could be only achieved only through strategic communication that defines the SDG Fund’s niche position in the global landscape of initiatives fighting against poverty and promoting sustainable development. For that reason the SDG Fund decided to build its narrative through a series of “*signature characteristics*” (such as, UN interagency collaboration, national ownership, joint programmes, sustainability, gender equality, public private partnerships), making the SDG-F unique and innovative.
- **Identify and target key stakeholders and audiences.** The Secretariat carried out a stakeholders mapping exercise in mid-2013. Building on that exercise the SDG Fund Secretariat categorize its stakeholders in five groups, depending on their engagement with the Fund and their interests: *users, legitimisers, knowledge transferors, development donors and SDG Fund’s participants*.

Exhibit X. 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



Graph I. Stakeholder and main objectives for engagement

- **Donor’s visibility.** In several occasions, the key donor to the Fund, Spain, raised the question of an increased visibility of the MDG Fund. In spite of the generous commitment of Spain (a contribution of over 1000 million USD and “the single largest contribution to the UN System in the history” of the UN, in the words of former Secretary General Ban Ki-moon), the Spanish society was barely aware of the work of the MDG Fund. To compensate this, the MDG Fund and the SDG Fund intensified its communication efforts

in Spain and with Spain authorities, which concluded in a series of high visibility events of Spanish authorities at the UN and wider broad coverage in Spanish media.

- **Building a narrative.** In spite of the variety of good experiences and positive results of the MDG Fund, there was a perception that a narrative building all these pieces together was somehow missing. In fact, the final efforts in its last two years of life for the MDG Fund focused on bringing this joint narrative. The SDG Fund counted with this narrative since its inception, understanding that all communication and advocacy activities should contribute to build a common narrative in all SDG Fund's joint programmes, initiatives and partnerships. The narrative should be broad, to encompass all the Fund's activities, and compelling, so it could resonate with partners. The communication strategy detailed that for making it more relevant, 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"* (Communication and Advocacy Strategy). This narrative came accompanied of a series of institutional messages that guide communication activities and campaigns.
- **Connection the global agenda with concrete examples from the MDG Fund.** According to the internal assessment by the SDG Fund Secretariat, several of the MDG Fund's advocacy activities (for example some reports on inequalities) missed the opportunity to link theory with practice by not making use of the wealth of information and experience of the MDG Fund. With 130 programmes, in 50 countries and 8 thematic windows, the MDG Fund lost an opportunity in its own advocacy activities for making this bridge and connection. The conclusion for the SDG Fund's strategy was clear: the best practices and good examples to be highlighted in global advocacy and communication products should first and foremost come from the SDG Fund activities and joint programmes.
- **Digital presence.** The MDG Fund relied heavily on its website (www.mdgfund.org) as a communication 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 in preparing human stories). All programme documents, narrative reports and final evaluations are available. In the last stretch of the MDG Fund a priority was giving in the knowledge part of the website (who has not received appropriate attention until the very end of the life cycle of the MDG Fund). A full knowledge management section was built and an online library created. This knowledge management content became among the most used and searched for and the SDG Fund decided to build in this experience and make of the website a key communication element, with a strong focus on knowledge. A detailed analysis of the web analytics also showed that MDG-related contents were particularly looked after by users. An analysis of the social media presence also demonstrated a very limited presence (barely 700 fans in Facebook and 200 twitter) and therefore this led to the decision to rethink the Fund's social media

presence (at the moment of writing this document, the SDG Fund has 42,000 fans in Facebook and 12,400 followers in twitter).

- **Building a communication “infrastructure”.** The MDG Fund was successful in building a basic 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 of the size of the SDG Fund, includes digital communications, media relations, IT developer, graphic design, social media, video editing... A well organized and properly updated website and respective social media channels (in the case of the Fund’s, Facebook, Twitter and Facebook) were particularly important. Most important, is how this communication infrastructure is also developed at the country level and how this involves building local communication capacities. The SDG Fund also understood from the very beginning that part of the communication capabilities of the Secretariat should be put at the service of the country offices and joint programmes.
- **People centered-communications.** In the last stages of the MDG Fund, the Secretariat invested a good amount of efforts in producing communication materials bringing upfront the human faces that made possible the results and impact of the Fund. This included web stories, videos or the online photo exhibition changing lives. From its start the SDG Fund communication strategy put its focus on the impact on people and individual ownership.

Communication as a strategic resource: building a communication integrated approach

The SDG Fund communication 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*” (*Communication and Advocacy Strategy*). Building on the unique and large scale impact on MDGs of the MDG Achievement Fund, the brand analysis clearly identified an opportunity to craft a narrative of transition. At the moment of approving this strategy, the SDGs haven’t been approved officially, even if negotiations were well advanced within the Open Working Group.

Indeed, even the visual identity was developed following similar colours, typography and style of the MDG Fund. Moreover, the initial contents of the MDGs came from the MDG Fund experience while the new SDG Fund joint programmes started to take off. In particular, as described in the knowledge management section of this report, the approach of the SDG Fund was to use the knowledge generated by the MDG Fund as the initial communication assets. This was even more relevant, taking into account that many of these products arrived late in the life of the MDG Fund and haven’t had enough dissemination time span for proper distribution and also because the innovative experience of the MDG Fund was particularly relevant in the discussions on how the UN Development System could work better for a new, more ambitious and integrated approach, as the MDG Fund has previously done.

MDG Achievement Fund Logos (2007 – 2013)



First SDG Fund logo (2013 – 2015)



Current SDG Fund logo (2015 –)



Graph 3. The transition in the visual identity

Perhaps one of the key and most important lessons learned from the SDG Fund in its communication strategic approach was to build in what already existed. It may seem obvious, but until the very end the MDG Fund lack a communication exit strategy for its communication and knowledge assets. The SDG Fund not only kept them, but repurpose them and package to make then the platform on which to build the SDG Fund communication future activities. This proved to be one of the most relevant strategic decisions by the SDG Fund.

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

Exhibit 1. SDG Fund's communication and advocacy strategy

1. **Transparency and accountability.** Establish solid communication and advocacy vehicles that guarantee engagement among the different SDG-F partners, and ensure accountability and transparency. This included disseminating results and making it available to Spanish society.
2. **Advocacy and research.** Exploit and disseminate the MDG-F legacy, especially regarding the knowledge generated through research, evaluation and systematization of best practices to advance social public and political mobilization towards sustainable development.
3. **Programmatic support.** Provide communication and advocacy support and guidance to different SDG-F-supported initiatives, especially its joint programmes, to contribute to the SDG-F programmatic objectives.
4. **Resource and partnerships mobilization.** Support the mobilization resource efforts of the SDG-F by providing relevant content and messaging regarding the appropriateness, effectiveness and relevance of this type of development mechanism in a post 2015 world.

I. Communication as a vehicle of transparency and accountability. It is not coincidence that the first communication objective as agreed upon was about transparency and accountability. As a United Nations vehicle, operating in more than 20 countries and with donors also from more than other 20 countries, it was a requirement to ensure a good reporting and transparency system where all stakeholders could have access to clear and relevant information regarding the implementation and use of the SDG Fund resources and the processes to allocate these resources. Interestingly, the first communication elements that were developed by the SDG Fund were a proposals and online monitoring platform and the Terms of Reference and guidance for joint programmes.

It is not common practice to have the communication team involved in this type of **monitoring platforms**, as unfortunately is frequent that communications come only in the latest phases of development projects. However by aligning communication and monitoring from the inception of the fund, allowed to generate tools that were more user-friendly, but most importantly could later feed and provide input for the communication activities. It created a kind of interface between programme and communication that is difficult to be created in a later stage. As an example, the proposals platform (discussed in greater detail in the section regarding lessons learned in the implementation of joint programmes) include specific sections on communication against which the programme had to be designed and report advances. Also, using the lessons learned from the MDG Fund evaluation, it was clearly established that every joint programme reported against SDGs. As indicated before one of the elements questioned by the final evaluation of the MDG Fund was the linkages of its joint programmes with MDGs. As we will see later, this has allowed that the SDGs contents became later the top contents of different communication activities by the SDG Fund. The online platform also guarantees the country programmes and

members of the Steering Committee have full access to all the documentation generated by the joint programmes and can have direct access without the intermediation of the Secretariat, what facilitates an additional level of control.

Another strategic decision was to make of the **SDG Fund Joint Programmes Terms of Reference and Guidance** also a communication tool. It was decided that it should have an attractive visual identity, that would facilitate its usability, but also could be used as the first communication 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 visual identity guidelines of the SDG Fund and use this document as the basis to discuss and develop the new visual identity of the Fund. Perhaps even more interestingly the communications team was involved in the drafting, editing and review of the document and therefore allowed the requirement that all Joint Programmes should prepare and draft a communication strategy. It also allowed including some basic concepts of communications and section of best practices and lessons learned in joint programmes communication and advocacy.

As a part of the accountability efforts, **the website** (www.sdgfund.org) and corresponding digital presence was decided as the key vehicle to communicate with stakeholders and more general audience. It was envisioned as a website of continuity. The SDG Fund communications team developed an online communications audit and key suggestions from this exercise were incorporated in the new website: making the website more visual, improving social media sharing options, encouraging content production by third parties (especially through blog postings), refining internal site search and stylizing homepage. MDG-F online library and knowledge management content will be promoted. Due to costs, the new website was decided to be available only in English and Spanish, and country offices can opt to have their own websites in their local languages.

As a result of this approach, since its launch in March 2015, the corporate website (www.sdgfund.org) attracted 175,905 unique users. The United States, followed by Spain, India, United Kingdom, Nigeria, Colombia, Philippines, Mexico, Kenya and Germany are the countries with the largest number of users, in this order. On average each website user spends 2:44 min per visit, which reflects a relatively highly engagement with the contents of the website. For comparison purposes, other websites such as the MDG Fund, had an average session duration of 1:28 min. The traffic analytics reflect also a very low bounce rate (single-page sessions users that leave the website just after visiting one page). With only around 3.85% of users leaving the website after visiting one page. The rest (96%) are deciding to stay put and navigate across different sections of the website and learning more about the SDG Fund, its programmes and activities. This explains the good average time spent on the website per user.

Regarding the most visited sections, in addition to the homepage (with 15% of total traffic), the English sections “From MDGs and SDGs”, “About us”, “What we do”, “Current programmes” and “Sustainable Development Goals” are among the most visited pages. The website become a

good source of content related with the SDGs, likely explained by the new SDG-related content generated by the SDG Fund since September 2015 (including a new section on SDGs and better integration of SDGs in programmes pages). The website has been designed to be mobile screen responsive, which explains that 26% of users visiting the website through mobile devices and tablets, with an average session duration of 2 minutes, a relatively high duration for mobile devices.

In addition, to the new sections of contents on sustainable development goals launched coinciding with the first anniversary of the approval of the SDGs and strengthened for the HLPF 2017 ([link](#)), the SDG Fund has prioritized the production of content around following key events organized by the SDG Fund.

Regarding the acquisition of new visitors, organic search represents more than 70%, which reflects a substantially improvement of “search engine optimization” (SEO) and better positioning at search engines rankings. Since the adoption of the SDGs, the SDG Fund has improved its search engine positioning. For example, the search “from MDGs to SDGs” is ranked 4th (first page), the search “funding SDGs” is ranked 1st (first page) and the search “sustainable development goals” is ranked 13nd (second page). Some other popular search queries from our visitors are: “sdg”, “sdg fund”, “mdgs and sdgs”, “from mdgs to sdgs”, “sdgs and mdgs” and “sustainable development goals”. This fully aligned and consistent with the SDG-F messaging and positioning as a mechanism supporting transition from MDGs to SDGs.

2. Research and advocacy. Understanding that the SDG Fund had a privileged vantage point for gathering, packaging and producing research, thanks to the concrete experience in more than 150 joint programmes (including from the MDG Fund and the SDG Fund), the Fund placed advocacy as a key element of the communication. Again, following the SDG Fund positioning of becoming a platform that convenes UN Agencies, governments, civil society, private sector and universities in the transition from MDGs to SDGs, the communication function supported the production, dissemination and repurposing of research and linking the wealth of information of the Fund as a source of best practices, examples and learning about how the UN can convene partnerships to achieve SDGs. More information is included in the section of knowledge management, but it is relevant to include some lessons learned:

- **Active engagement in public fora, not only UN events but also other platforms for engagement with key and diverse partners like private sector, academia, creative industries, think tanks and international organizations.** The SDG Fund has participated in key forums and events around the world sharing the Fund's experience, with a focus on private sector forums (Global Compact, The Economist Sustainability Summit, launching of PSAG report, creative industries, OECD Dev Com...). Thanks to the public diplomacy initiative, the SDGF also has contributed to a series of workshops and other collaborations (non-cost for the SDG Fund) with public diplomacy institutions and specialists are being forged (for example, Clingendael Institute, Swedish Institute,

Center for Public Diplomacy...). A particularly successful topic for speaking engagements has been private sector forums. This has allowed to participate in fora, promoting the transition from MDGs to SDGs and promoting the engagement of all actors (governments, private sector, civil society and academia) for the successful implementation of the Agenda in the years to come. A particular good example in case was the High Level Political Forum 2017, where the SDG Fund actively participated in several speaking engagements. The participation on private sector focused events has allowed to promote the work of the Fund and the SDGs, from annual meetings of investors to The Economist Sustainability and events in Silicon Valley. See Annex for list of all events organized and actively participated by the SDG Fund.

Events Organized and Participated by the SDG Fund (2015-2018)

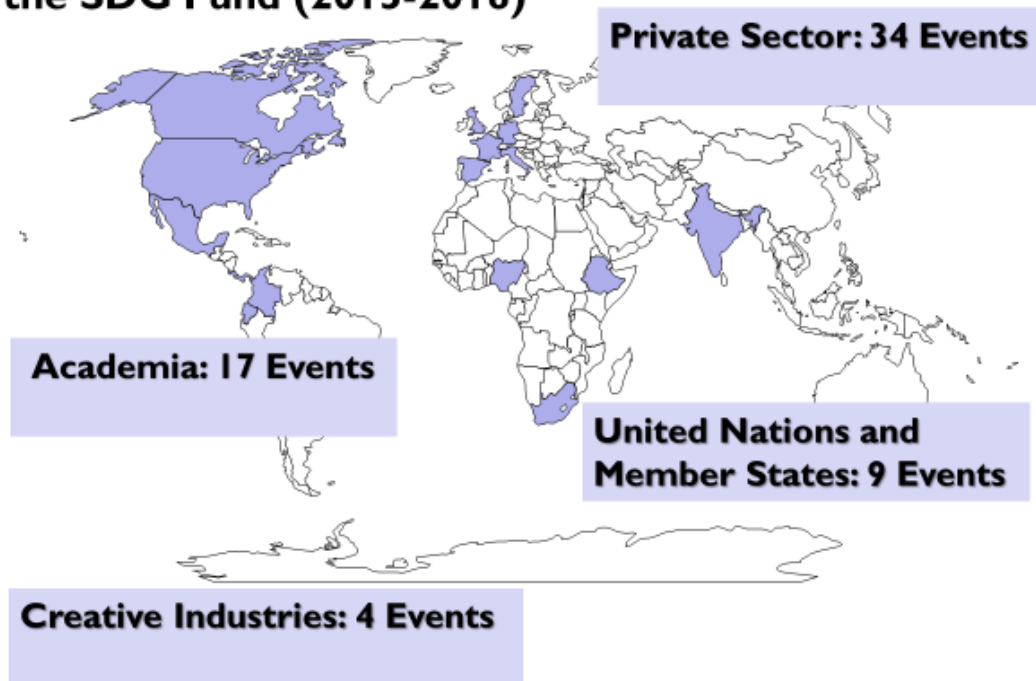


Exhibit 2. Engagement with The Economist Sustainability Summit

The SDG Fund Director was invited as a keynote speaker of the 2017 The Economist Sustainability Summit in London. Organized by The Economist, the Summit brings together key thinkers, policymakers and business leaders, who deliver strategies, ideas and solutions to decision makers, helping them to turn challenges into new opportunities and prepare for the future. As a keynote speaker the Fund shared experiences and lessons learned, in particular regarding private sector engagement in SDGs. Paloma Duran, in her opening keynote remarks at The Economist Sustainability Summit in London offered that for companies to advance sustainability—they must first look beyond just an environmental perspective. Social justice, inclusive economic growth and environmental protection, the so-called three dimensions of sustainable development must go hand in hand. Duran acknowledged that “implementing SDGs can be daunting, but progress in one area will also mean progress elsewhere. Working on select goals will also provide a positive impact on other critical SDGs in an effort to alleviate poverty”. Using the SDG Fund’s work already underway in 23 countries, Ms. Duran further explained how the three dimensions of sustainability are clearly linked and while the goals can be tackled individually, it is clear that both the public and private sector must work with a integrated approach to development, moving beyond silos and in a manner that recognizes the interconnectedness among goals.

- **Need to develop research repositories that bring also external research.** The [SDG Online Library](#), an online platform that hosts the knowledge resources on 17 Sustainable Development Goals (further information on the SDG Library can be found at section XXX). The SDG Fund has built up this SDG Online Library which features over a 1000 unique publications. Users can find best practices on SDG implementation, SDG data and theoretical approaches making it the first veritable SDG library. This platform hosts the vast knowledge resources of the SDG Fund, including those of the MDG Achievement Fund that preceded it. The library also links to publications from key UN Agencies, development banks, and academic institutions and research gathered during the implementation of the MDGs through the 130 joint programmes managed by MDG Achievement Fund. As the success of the SDGs rests on collaboration the SDG Fund invites partners, including UN Agencies, authors and researchers to submit and suggests relevant documents and publications. The publications are categorized by the SDGs they represent, the geographical regions they relate to and by authors, to facilitate easy searchability. Each publication also has a short summary attached to it which helps with keyword searches. The online library was presented in collaboration with the UN Library at the Hammar skjold Reading Room.
- **Generate templates that facilitate gathering but also the production and dissemination of best practices.** For example, the SDG Fund developed a series of case studies repurposing previous content from the MDG Fund but aligned with the 2030 Agenda (whit those aspect of higher relevance as part of the discussions for the new agenda) and a common graphic layout was prepared and online repository. 40 cases of

promising sustainable development practices based on successful experiences from the MDG Fund's joint programmes. Cases were also published in the [webpage](#) and in a mobile-friendly format to be widely used by the public. New case studies are being developed using results from SDG Fund JP evaluations. Case studies are also becoming one of the sections of the website usually ranked highly by the google analytics. For example, when typing "SDGs case studies", the SDG Fund case studies ranked first in Google. This has become among the most visited content of the website.

- **Provide the Private Sector Advisory Group with communication tools and platforms that increases its outreach and impact.** Particularly successful were the reports on business and UN engagement. Partnering also with respected research institutions was invaluable in the quality and impact of these reports. It also interesting to note that for the latest edition of the report, the SDG Fund was able to forge a pro-bono partnership the University of Pennsylvania Law School and a private legal firm. All the launches of this report were accompanied of their respective communication and outreach plans, that included op-eds, press-releases, video interviews, media relations, public discussions at the UN headquarters and different countries... The interagency audit, indeed, recognized this as a good practice pointing out the "wide advocacy audience" of the PSAG reports, allowing them "incorporating SDGs in corporate programming". A very good lessons learned was also the fact the inspired in this positive experience some countries started to developed and build their own national PSAGs (for example, Nigeria).

Exhibit 3. The Nigeria's Private Sector Advisory Group

Under the leadership of the Vice President Yemi Osinbajo, Nigeria launched the first national Private Sector Advisory Group (PSAG) on the Sustainable Development Goals (SDG's), to coordinate public-private partnerships and amplify locally-driven solutions to achieve the SDG's. The PSAG includes 13 diverse partners, including Lagos Business School, pricewaterhousecoopers (PWC Nigeria), Growing Business Foundation, Nigerian Economic Summit Group, the Dangote Group, General Electric and the Sahara Group.

Since then, the PSAG has supported the Office of the Senior Special Assistant to the President of Nigeria on Sustainable Development Goals (OSSAP- SDGs) as well as other key stakeholders to build a roadmap for how public-private alliances can provide large-scale solutions towards achieving the SDGs. This has been carried out in many ways, some of which include the following:

- A. Reporting tool: through one of its members (PWC), the PSAG has recently developed a SDG Reporting Tool which is the localized reporting instrument designed to help companies report their progress and work in contributing towards the achievement of the SDGs. This tool is unique as it helps organizations create their sustainability report as well as their SDGs contributions at the same time. Developing the reporting tool became imperative because there is no central unit for private sector to report their SDG related activities to the government. There was also the need to develop a tool that allow businesses carry out their reporting themselves and to showcase to the public and other stakeholders what they are about. The success or otherwise of the PSAG clusters largely depends on how well cluster members report their work.
- B. Promoting collaboration: the PSAG has encouraged companies that are already carrying out SDG related projects as part of their CSR and have them collaborate in clusters for stronger impact and have them report their work so that Nigeria's SDGs can be met. Cluster Leads regularly encourage competing companies within their clusters to meet and have conversations about how they can combine resources to achieve their common sustainability goals.
- C. Ensuring Africa Wide SDG achievement: The aim of the PSAG is beyond just contributing to the achievement of the goals, it is about helping Africa attain them. This will be achieved by setting the tone for the private sector in other Africa countries to fully participate for the goals to be reached. Over the last few months, the Nigerian PSAG has received invitations from 9 African countries interested in learning and adopting the PSAG Nigeria Model.
- D. Ensuring Government Representation and Involvement: The PSAG is working to ensure that at government level, there is an SDGs informed vision that is beyond tenure based development plans of countries for them to move forward and progress to be made in development. By developing pilot initiatives that can bring global best practice into view, the PSAG plans to create critical models for development that can be replicated.

- **Exploiting the use of new technologies and particularly the use of MOOCs.** The United Nations Institute for Training and Research (UNITAR) and the SDG Fund hosted an International Conference on "Attaining the SDGs by 2030: Business and the UN, New Partnership Models." on 8 September 2016. The Conference raised awareness of how public-private sector partnerships (PPPs) are meeting development targets, share perspectives from the private sector and its engagement with the UN and its members and showcase concrete partnerships that have succeeded in forwarding development goals. Using research from the PSAG and the results of this conference, UNITAR prepared a MOOC on new partnerships models. The MOOC examines how engagement with business is serving to meet the attainment of the SDGs - and the Addis Ababa Action Agenda (AAAA) - goal by goal, and how business can strive to "leave no one behind." Secondly, the MOOC highlight concretes examples and models of cooperation in UN private sector engagement. Finally, MOOC presents relevant considerations for ensuring accountability and monitoring progress. The Secretariat also engaged with universities to explore opportunities to align efforts and to develop joint training and research initiatives.

3. Communication support to programmes. The strategy made clear that the communication success depend on the success of communications at the local level. In that regard, the SDG Fund Secretariat has worked closely providing communication and advocacy guidance and support to the different SDG-F-supported initiatives, especially its joint programmes, to contribute to the SDG Fund programmatic objectives, following the maxim that communications at the local level are crucial to ensure national ownership.

- **It is necessary to support all joint programmes** and encourage to develop their own communication strategies. Indeed 75% of the SDG Fund joint programmes have a communication strategy designed and approved. In the ToRs the Fund included guidance for its preparations. The SDG Fund is supporting joint programme teams in the production of JP communication content (pictures, publications, press releases, fact sheets, videos...) and providing advice on the use of visual identity guidelines and their strategic approach to communications, how to increase media outreach and possibilities for content production. The SDG-F Secretariat is also providing social media and web support to disseminate JP activities. For example, during these last months, in coordination with the JPs focal points the SDG Fund prepared stories on [cash transfers](#) in Tanzania and [public works opportunities for ultra-poor women](#) in Bangladesh, [training of young entrepreneurs in Cote d'Ivoire](#), [legal clinics in San Pedro](#) and a new initiative to address the lack of access to [education of unregistered children](#), a [new shop in Jenin](#) to promote women's business (occupied Palestinian territory), a new [water territorial pact](#) in Cauca (Colombia), [youth employment opportunities in organic farms](#) in Fiji, a photo exhibition [in memoriam of Lenca activist Berta Cáceres](#) in Honduras, the [business success of Lenca women](#) also in Honduras, [women's empowerment](#) in Bolivia, or the launching of

a [programme to end malnutrition and stunting](#) in Viet Nam. With the beginning of the new programmes in SIDS, the SDG Fund has already developed new contents and materials, including an op-ed published by the International Institute for Sustainable Development (IISD).

- **Visual identity guidelines.** With the adoption of a new logo, new visual identity guidelines have been developed and shared with joint programmes. Overall, the SDG Fund JPs have started using the new logos in their different communications, but it is requiring close follow-up and support from the Secretariat. As a consequence of these efforts, the SDG Fund has a more integrated visual identity across countries and activities are better aligned with the SDGs branding.
- **Media relations.** Work with journalists and media to promote and share results of the SDG-F. As part of the SDG-F's promotional activities in media, the communication team has focused on cultivating relations with journalists from the UN Correspondents Association and other representatives of non-US media. It has been given special priority to European media and news agencies, as well as UN communication networks –such as the Department of Public Information- in order to extend SDG-F's key messages in regions such as Latin America, Asia and Africa. Three main activities have been used: organization of newsworthy events and press conferences of interest to the press; op-eds and featured articles that present new and attractive angles to global development issues; as well as promoting one-on-one interviews to highlight the SDG-F work. Finally, a big portion of these articles and stories have been posted in the news section of the SDG-F website for further outreach action, along with others created specifically for the web. The SDG Fund is currently establishing media partnerships to ensure the publication of articles and opinion pieces quarterly. Such types of agreements have been already established with El País (since September 2015) and Devex (since May 2016). In July 2017 the SDG Fund started conversations with IISD to establish similar collaboration.
- **Articulation with monitoring and evaluation** activities.

4. Resource and partnerships mobilization. As a last objective, and taking into account that the SDG Fund has been created as a multi-donor trust fund, an additional objective to support the resource mobilization was included. Due to the changes in the Steering Committee confirmation and the new orientation by the new authorities in Spain, these activities, while being among the most promising were slowed down. Some good practices could be extrapolated.

- **When crafting strategic communication campaigns, private sector is willing to contribute financially.** Ebro Foods contributed financially to the #recipe4change campaign. These resources were later allocated to the project Food Africa. For each entry received, Ebro Foods made a contribution to SDG Fund's

nutrition projects. This means that every recipe had a direct impact on the lives of people all over the world.

- **Communication with key donors.** Regular communication events on SDG-F performance. Public and special events, media interviews and appearances before European Parliament.

4. Knowledge Management and SDG Library

Knowledge management (KM) was explicitly recognized as part of a core function of the SDG Fund to support knowledge generation from joint programmes. The SDG Fund's KM strategy supported a vast experience of joint programmes around the world with the aim to collect and disseminate best practices and lessons learned for development partners worldwide. The SDG Fund website serves as a platform for KM by creating an open space for development practitioners within and outside of the UN system. The platform collects, disseminates and permanently preserves all intellectual outputs in digital form.

The SDG Fund also established knowledge partnerships with a number of UN agencies and academic institutions to disseminate the knowledge on the SDGs and support the achieving the 2030 Agenda for Sustainable Development through advocacy and research activities. The purpose of these alliances is to analyze the current SDG Fund and previous MDG Fund joint programmes' good practices and lessons learned and to promote South-South cooperation by facilitating the exchange of experiences between countries.

The experience and lessons learned from KM highlight that the SDG Fund actively participated in research activities, producing high quality research papers, books and organized high-level side events to support the generation and dissemination of knowledge on sustainable development. In addition, the SDG Fund together with the University Rey Juan Carlos created the Academic Chair on Development and Poverty Eradication as a joint initiative to promote the engagement of universities around the world in achieving the 2030 Agenda through training, advocacy and research activities. Universities are centers of innovation and knowledge, and they have a leading role to provide education on the importance of the SDGs and equip a new generation with the expertise for the international development. The SDG Fund is proud to partnership with leading universities around the work to support joint efforts for sustainable development.

The SDG Fund constantly identified knowledge partnerships and refined its knowledge products to share with the UN system. Some of the UN fora that the SDG Fund actively worked with include:

- United Nations Environment Programme/Environment Management Group
- United Nations Institute for Training and Research (UNITAR)
- Sustainable Development Working Group's Task Team on South-South and triangular Cooperation
- United Nations Department of Economic and Social Affairs (UN DESA)
- The High-level Political Forum on Sustainable Development (HLPF)

The SDG Fund has actively contributed to the following reports, forums and platforms:

- UN Secretary General on the State of South-South Cooperation 2017; 2016.

- UNEP/UN EMG Nexus Dialogues to share experience of the SDG Fund's the joint-programmes.
- Office of the Director-General of the United Nations Office in Geneva to contribute to the sdgstories.com platform, sharing the experience of the SDG Fund joint-programmes.
- Shared the experience on Gender & the Sustainable Development Goals, Workshop organized by the Global Institute for Human Rights, Penn Law School (2017).
- Shared the experience of the SDG Fund's on SDG 16, Workshop organized by the University for Peace (UPEACE)/ Chair on Development and Poverty Eradication
- Participation in series of discussions, co-organized by the SDG Fund and the University of Navarra School of Law in collaboration with the General Council of Spanish Lawyers (CGAE) on the importance of providing access to justice (SDG 16).
- UNITAR with the SDG Fund has developed an online tool for business and governments supporting key training to build collaboration on the SDGs. The online program offers a new e-Learning tool to provide specialized training modules as part of an overall course to promote the SDGs and help the public and private sector gain a better understanding of the United Nations and 17 goals.
- UNITAR, Escuela Diplomática España and the SDG Fund have organized a series of events on Strengthening Preventive Diplomacy and Multilateral Negotiation and develop the e-learning course addressing structural causes of conflict, and early warning and preventive mechanisms.
- and Multilateral Negotiation well as the development of the e-learning course sponsored
- Participation in the Workshop on "Business leading the way: the SDGs as a tool for sustainability and growth" co-organized by UNDESA), UNITAR and SDG Fund to share the experience working with the private sector on the SDGs (HLPF Workshop, July 2017).
- Examples of relevant Programmes to UNDP's Regional Bureau for Latin America and the Caribbean's 2016 Regional Human Development Report: Multidimensional Progress: Well-being beyond Income.

The SDG Fund produced research products, aligned with the SDGs to document best practices and case studies of joint programmes and supported advocacy for the 2030 Agenda, raising public awareness and engaging the academia.

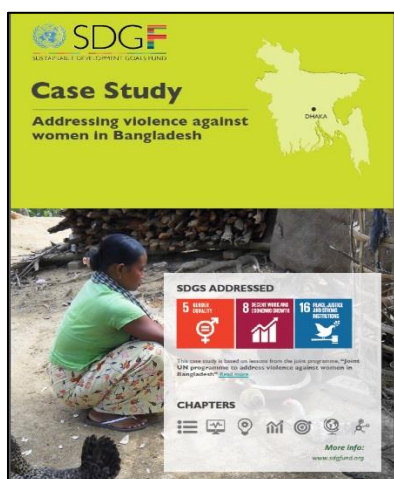
Among others the SDG Fund has delivered the following KM products:

- 40 case studies have been produced of promising sustainable development practices based on successful experiences from the MDG Fund's joint programmes. This series of best practices has been created to disseminate lessons learned of implementing innovative development approaches. Each case study has a brief background of the situation, strategic

approach, results and impact of the initiative, and a particular focus on challenges, lessons learned and potential for sustainability. The list of case studies:

No.	Case study title
1.	Bolivia - Fortalecimiento institucional contra la violencia política por razón de género
2.	Bolivia - Fortaleciendo la respuesta ante la desnutrición
3.	Bolivia - Oportunidades económicas y ciudadanía para mujeres en extrema pobreza
4.	Colombia - Construcción de la paz en el departamento de Nariño
5.	Colombia - Las comunidades indígenas y afrocolombianas del Chocó promueven su seguridad alimentaria
6.	Costa Rica - Juventud, empleo y migración
7.	Cuba - El sector privado como agente del desarrollo local
8.	Ecuador - La gobernabilidad del agua
9.	El Salvador - Prevención de la violencia y construcción de capital social
10.	El Salvador - Fortalecimiento institucional para mejorar la seguridad alimentaria y nutricional
11.	El Salvador - Viviendas urbanas sostenibles
12.	Guatemala - Fortaleciendo la institucionalidad de las mujeres
13.	Guatemala - Alianzas para combatir la desnutrición
14.	Honduras - Generación de oportunidades de empleo para jóvenes
15.	México - Gestión del agua y saneamiento con una perspectiva de género
16.	México - Construcción de la paz para desplazados en Chiapas
17.	Nicaragua - Revitalización cultural productiva en la Costa Caribe Nicaragüense
18.	Panamá - Mujeres indígenas participan en la gestión del agua
19.	Panamá - Red de oportunidades empresariales
20.	Perú - Las industrias creativas alivian la pobreza
21.	Better water and sanitation services through a consumer rights based contract in Albania
22.	Addressing Violence against women in Bangladesh
23.	Energy efficiency and renewable energy sources in Bosnia and Herzegovina
24.	Women's empowerment through the promotion of cultural entrepreneurship in Cambodia
25.	Multi-disciplinary teams bring agricultural adaptation to climate change in China
26.	Multi-sectoral Programme for the Fight against Gender-based Violence in Morocco
27.	Gender Mainstreaming in the Ministry of Culture in occupied Palestine Territory
28.	Formulation of Localized Customer Service Code in Philippines
29.	A Taste for Transformation in Timor-Leste
30.	Taking a Value Chain Approach towards local economic development and women's economic empowerment in Vietnam
31.	Planting Seeds of Change in Ethiopia

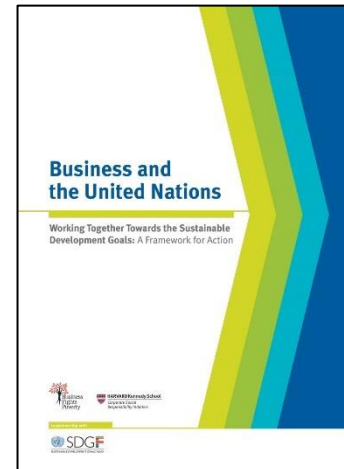
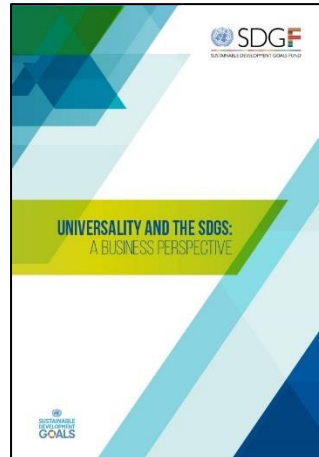
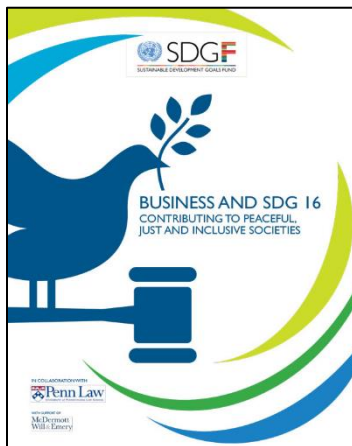
32.	Women's participation in stabilization and conflict prevention in North Kivu, DRC
33.	Regional action plan for youth employment in Tunisia
34.	Youth Employment Fund in Serbia
35.	Irrigated and integrated agro production systems help Mozambique adapt to climate change
36.	Gender Mainstreaming Strategy in the Pro-poor Horticulture Value Chain in Upper Egypt (SALASEL)
37.	Lessons learned from the implementation of the Joint Programme Nutrition in Guinea Bissau
38.	Mauritania converts national policies into concrete action on natural resource management
39.	Strengthening capacity to adapt to climate change in Turkey
40.	Healthy children, healthy Afghanistan: best practices & lessons learned



Sample cover page of case study design

- Various research papers were produced and published to support the generation and dissemination of knowledge on sustainable development:
 - Duran y Lalaguna P. (2018). “Integrating Gender and Access to Justice into the Public Policy of the African Union”. Forthcoming in Policy Implementation in Sub-Saharan Africa. Routledge Studies in Development Economics. ISBN 978-1-13-822275-5.
 - Duran y Lalaguna P., Dorodnykh E. (2018). “Advancing Gender Equality and Gender Lawmaking: Experience of the SDG Fund”. Forthcoming in Making Laws, Breaking Silence: Case Studies from the Filed. Book convened by Penn Law, UN women, UNESCO, UN SDG Fund and IDLO.

- Duran y Lalaguna P. (2018). “The Agenda 2030: The Role of Goal 16 for Sustainable Development”. In Duran y Lalaguna, P., Díaz Barrado, (eds) In Sustainable Development Goals: Goal 16: Peace, Justice and Strong Institutions. Thomson Reuters Aranzadi. ISBN: 978-84-9177-329-0.
 - Duran y Lalaguna P., Dorodnykh E. (2017). “The Role of Private–Public Partnerships in the Implementation of Sustainable Development Goals: Experience from the SDG Fund”. In: Leal Filho W. (eds) Handbook of Sustainability Science and Research. pp 969-982. World Sustainability Series. Springer, Cham. ISBN 978-3-319-63006-9.
 - Duran y Lalaguna P., Dorodnykh E. (2017) “Gender and Sustainable Development” presented at the Fifth Annual International Conference on Sustainable Development (ICSD) at Columbia University (New York, September 2017). Published in Proceedings ICSD 2017. <http://ic-sd.org/2017/11/20/proceedings-from-icsd-2017/>
 - Duran y Lalaguna P. (2016). “The Sustainable Development Goals: An Introduction”. In Duran y Lalaguna, P., Díaz Barrado, C. M., Fernandez Liesa, C. R (eds) International society and Sustainable Development Goals. Thomson Reuters Aranzadi. ISBN: 978-84-9135-464-2.
 - Duran y Lalaguna P. (2016). “Gender Equality. Achieve Gender Equality and Empower All Women and Girls”. In Duran y Lalaguna, P., Díaz Barrado, C. M., Fernandez Liesa, C. R (eds) International society and Sustainable Development Goals. Thomson Reuters Aranzadi. ISBN: 978-84-9135-464-2.
- Three Private Sector Advisory Group Reports were produced to increase the awareness on the role of the private sector in achieving the 2030 Agenda:
 - “Business and SDG 16: Contributing to Peaceful, Just and Inclusive Societies” (2017). SDG Fund in collaboration with Pennsylvania University Law School and with the legal specialized support from the law firm McDermott Will & Emery. <http://www.sdgfund.org/business-and-SDG16>
 - “Universality and the SDGs: A Business Perspective (2016). SDG Fund in collaboration with Global Compact. <http://www.sdgfund.org/universality-and-sdgs>
 - “Business and the United Nations: Working together towards the Sustainable Development Goals: A Framework for Action” (2015). SDG Fund in collaboration with Harvard's Kennedy School and Business Fights Poverty. https://www.sdgfund.org/sites/default/files/business-and-un/SDGF_BFP_HKSCSRI_Business_and_SDGs-Web_Version.pdf



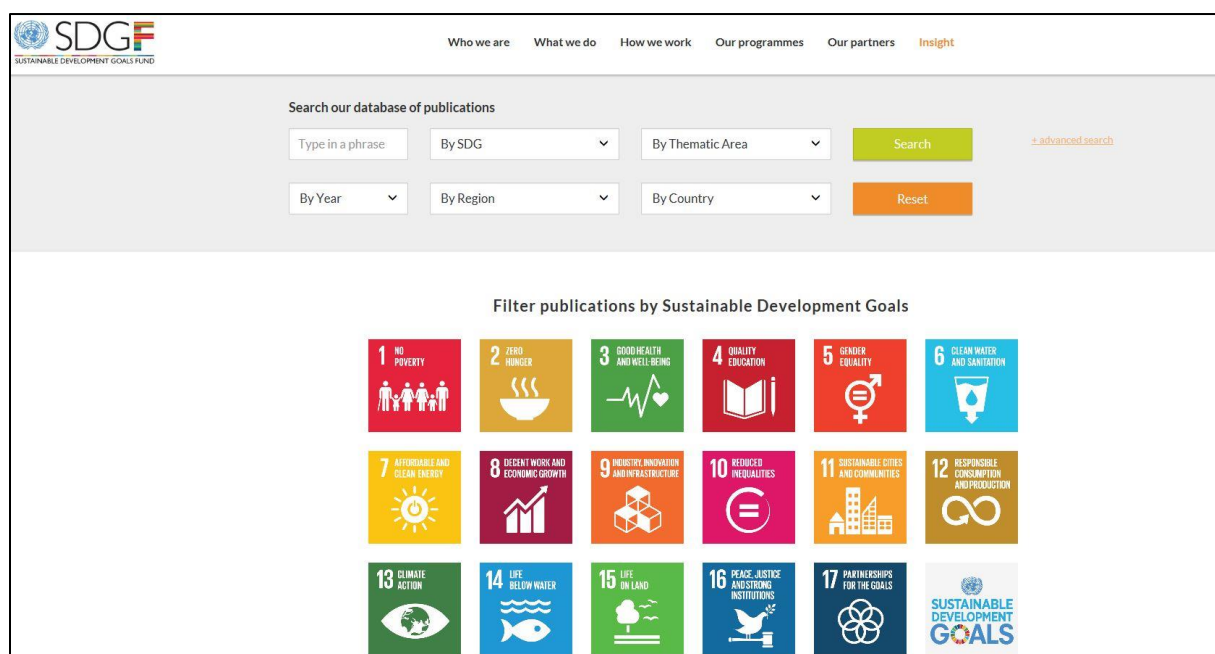
- Various joint research papers and collaborations:
 - SDG Fund/ International Institute of Peace/Concordia “A New Way of Doing Business: Partnering for Peace and Sustainable Development” (2017). New York: International Peace Institute, September 2017. <https://www.ipinst.org/wp-content/uploads/2017/09/IPI-Rpt-New-Way-of-Doing-Business.pdf>
 - SDG Fund/ International Institute of Peace/Concordia/Global Alliance/OEF/Aim2Flourish “Private Sector and Reporting Under SDG 16”, March 2018. http://oefresearch.org/sites/default/files/documents/publications/Private_Sector_Role_SDG16_Report%20R2.pdf

SDG Fund Library

As part of KM strategy, the SDG Fund Library has been created to share best practices relevant to the implementation of the 2030 Agenda for Sustainable Development. The SDG Fund is ensuring that data and products collected are effectively organized in the online library and can be easily accessed by UN practitioners, civil society and public/private sector. This SDG Online Library fills an important gap to support governments, civil society, businesses and researchers in understanding of SDGs for the achievement of the 2030 Agenda for Sustainable Development. Users can find best practices on SDGs implementation, SDG data and theoretical approaches, reading the publications from key UN Agencies, development banks, and research institutions.

The SDG Library links to publications from key UN Agencies, development banks, and academic institutions and hosts the vast knowledge resources gathered during the implementation of the MDGs through the 130 joint programmes managed by the MDG Achievement Fund that preceded the SDG Fund. The SDG Online Library was officially launched by the SDG Fund in July

2017 during the HLPF side event “Prosperity in Action: Results from the Sustainable Development Goals Fund”.



SDG Library Preview at <http://www.sdgfund.org/library>

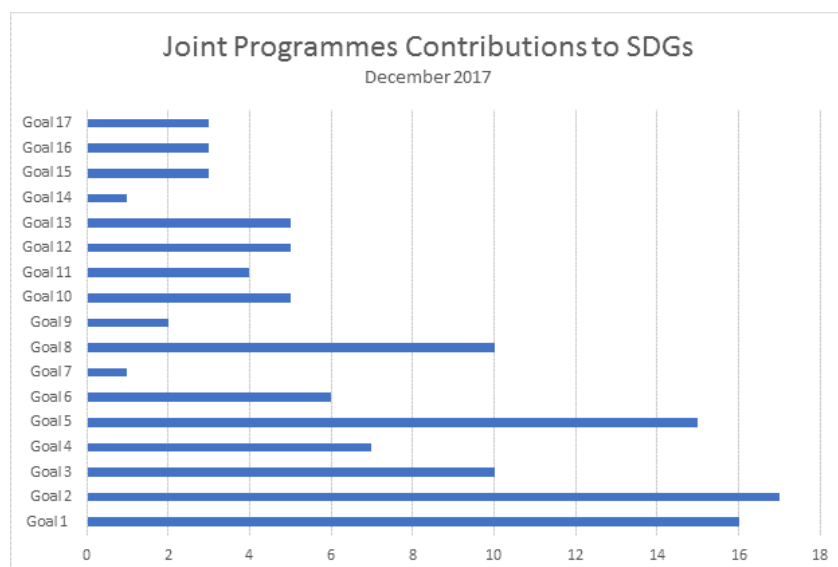
Key features of the SDG Online Library:

- More than 1,000 unique publications on 17 SDGs.
- Advanced Search Tool to filter all available publications by SDG, Thematic Area, Year, Region and Country.
- Free text search option to find the publications by key word or phrase.
- Availability of short summary of each publication (English/Spanish) to facilitate the access to available publications.

Finally, KM strategy of the SDG Fund contributed to generating knowledge on the SDGs and involvement of academia, the private sector and civil societies in the achievement of the SDGs. By researching and capturing the lessons learned from the joint programmes, the SDG Fund supported policy makers and development practitioners around the world the field of development cooperation and poverty alleviation through the dissemination of the experience and knowledge of the institutions involved. Moreover, the SDG Fund through various high-level events and public engagements promoted international debate and raised awareness that all SDGs are not only complementary but also interdependent and, therefore, the development agenda cannot be achieved if any of the SDGs is neglected.

5. Joint Programming modality

The SDG Fund implemented 22 joint programmes in partnership with 14 UN agencies in 23 countries in Africa, Arab States, Asia Pacific and Latin America and the Caribbean, making contributions to all 17 SDGs and impact upon the lives of more than 5.4 million beneficiaries. National and international partners, including the private sector have provided approximately 56% of total current resources implemented by the joint programmes, in the form of matching funds. Each of the joint programmes contributed to several SDGs and all the 17 SDGs were advanced through programmatic activities. Figure I below summarizes the reported anticipated contributions of joint programmes to SDGs using information derived from monitoring reports.



SDG Fund Joint Programme Key Results

Africa

The SDG Fund has supported six joint programmes in Africa that address some of the most pressing issues in the region, especially aimed at achieving sustainable development through inclusive economic growth. The programmes tackle different sectors including mining and minerals but also agriculture and agro-processing, promoting economic diversification and creating new jobs, while focusing on those beneficiaries most in need of assistance, including women, children and youth.

Côte d'Ivoire - Joint Programme on Poverty Reduction in San Pedro Region

In Côte d'Ivoire the SDG Fund is working to reduce poverty by creating economic and job opportunities in **San Pedro region**, whose soaring population, in particular, women and youth suffer due to **unemployment** and **social exclusion**. An integrated approach is being used including training, engaging with the government and community and religious leaders on the overhauling of rural land tenure practices and the creation of new income generating activities. The programme is also helping to increase access for vulnerable groups to information on their rights and provide them with legal assistance while also ensuring **food security** and **improving nutrition** in the poorest households.

Progress/ Achievements

- Since its inception, the programme's interventions have benefitted several thousand direct beneficiaries and many more indirectly, through technical supervision (training courses and cultural techniques, organization and networking, administrative management and simplified accounting, literacy, etc.).
- The legal clinic sensitized 20,000 people, including 10,085 women who benefited from free legal consultations on their economic, civic and access rights to justice; 4,466 people received legal documents related to their business activities etc. and 3,515 children received support.
- Some 2,000 women and youth were prioritized in programmatic support for income generating activities, producing different agricultural produce, improving their incomes at the same time.
- To date, 916 small-producers have improved their production techniques and cultivation of 60 hectares of rice was made possible through improved seeds, training ensured yields of 6-9 tonnes per hectare, doubling the rice produced over 3-4 cycles each year, the yields of yuca likewise increased from 5 to 25-30 tons with the introduction of the variety "BoCoul" provided by National Agency for Rural Development (l'Agence Nationale d'Appui au Développement Rural).
- Thirty thousand people have improved access to health centres and schools, as well as access to markets for their agricultural products, through the rehabilitation of 25 kilometres of rural

roads (Binjaminkro - 18km and Touredougou - 7 km). Sensitization was conducted at the community level and also targeting producers to promote changes in norms and perceptions with regards to child labour in the cocoa industry. In total, more than 32,000 people in 54 communities were sensitized against child labour (exceeding the target of 5,000) and 295 children removed from plantation fields.

- Seven literacies centres have been established for the benefit of children withdrawn from plantations as well as mother-daughter clubs, benefiting some 494 participants.
- 293 young entrepreneurs - of which 115 women - received training on business planning, 54% of the women benefited from seed funding to start small business. The programme in San Pedro provided financial education and training on certain financial tools, microcredits.
- The final evaluation was ongoing at year-end 2017.

Contribution to SDGs: 1, 2, 8 and 16

Ethiopia - Joint Programme on Gender Equality and Women Empowerment - Rural Women Economic Empowerment Component

In **Ethiopia**, rural women lag in access to land property, economic opportunities, justice system and financial assets. Women farmers perform up to 75% of farm labor but hold only 18.7% of agricultural land in the country. The SDG Fund focuses in the regions of **Oromo and Afar** and will use a multifaceted approach to generate gender-sensitive agricultural extension services, support the creation of cooperatives, promote the **expansion of women-owned agribusiness** and **increase rural women's participation** in rural producer associations, financial cooperatives and unions.

Progress/ Achievements

- Some 80% (1,997 total: 1,836 in Oromia and 161 in Afar) of rural women beneficiaries reached (2,500) are now able to feed their household three times per day with a diversified diet i.e. at least three or more groups of food served per meal.

- Rural women in Oromia region achieved yields of 40 quintals of wheat, 45 quintals of maize and 20 quintals of Teff (an annual bunch grass) per hectare, showing 100%, 125%, and 83% increases in production, respectively.
- To date, 1,066 rural women (900 in Oromia and 166 in Afar) have been able to diversify income sources, allowing them to have personal savings ranging from 400 Birr (US\$ 14) to 14,000 Birr (US\$ 508), with the average income of rural women from sales generated through their income generating activities (IGAs) is reported at 12,000 Birr (US\$ 435.48) per annum.
- With the financial means they gained through the joint programme, 195 rural women in Oromia reclaimed their family land which they have successfully used for productive/ agricultural activities.
- Enhanced capacities of Rural Saving and Credit Cooperative Organizations (RUSACCOs) in providing financial services meant that 2,127 rural women (1,793 in Oromia and 334 in Afar) gained access to credits/loans, ranging from 4,000 to 14,000 Birr (US\$ 145-508). From the first-round of revolving loans provided to 900 rural women, some 744 rural women have already repaid their loans and accessed additional loans to support their income generating activities.
- A total of 1,943 rural women (1,793 in Oromia and 150 in Afar) strengthened their knowledge and capacities in basic financial and business management, entrepreneurship, saving and credit management and leadership concepts.
- Through the sensitization workshops conducted with relevant government partners, five women RUSACCOs, with 680 rural women members, received 2.5 hectare of land (Oromia 1 hectare and Afar 1.5 hectare) by the regional and district land administrations.
- With the direct support of the joint programme, 617 rural women (567 in Oromia and 50 in Afar) have access to time and labour-saving technologies (tractors, milk processing), which will help them to grow their agribusinesses and create higher value products.
- Thanks to the specific gender awareness creation campaign conducted, 53% (1,335) of targeted rural women (1,285 in Oromia and 50 in Afar) reported that they are now jointly

deciding with their spouses on matters related to household resources, including the sale of assets like cattle and rental of land.

- Institutional capacity building has strengthened, ten RUSACCOs and four Farmer Training Centres (FTC) in Oromia region in provision of gender-sensitive services. The programme has also contributed to research including: “Budget Tracking of Agriculture Sector from Gender Perspective”, “Costing the Gender Gap in Agricultural Productivity in Ethiopia”.
- The official state of emergency in addition to severe droughts which left millions of people dependent on emergency food assistance and the devaluation of the Birr against the dollar resulted in delays in programme implementation, including in procurement of equipment from overseas required by the programme.

Contribution to SDGs: 1, 2, 5 and 8

Mozambique - More and Better Jobs in Cabo Delgado Province and Nampula Province - Harnessing the Opportunities of the New Economy in Mozambique

In **Mozambique** the programme worked with **extractive industries and mega projects** to help generate **inclusive economic growth** and opportunities for local communities. The programme worked on strengthening the capacity of local institutions to provide effective **vocational training** and promoting the use of **local content** among multinational enterprises. At the same time, the programme also facilitated **gender-sensitive employment policies** and helping to improve the capacities of small business and linkages to value chains.

Progress/ Achievements

- The delayed investments by multi-national enterprises in the extractive industries continued to impact on joint programme implementation however, while the final investment decision has been made in the case of the Eni gas field, it will still take time to take effect.
- Some 472 company profiles uploaded on the Subcontracting and Partnership Exchange Platform and there were 129 matches between buyers and suppliers, at the time of the

evaluation, including three domestic companies with South African buyers; 80 National Consultants trained in Resource Efficient and Cleaner Production (RECP) (exceeding the target by 80%), 14 out of 40 companies benefited from RECP assessments and 69 companies benchmarked (exceeding target by 68%).

- Start-up kits were distributed to 380 young women and men in the two provinces who had received training under the Training for Rural Economic Empowerment approach; a monitoring system was put in place to follow their progress based on the criteria established by the Ministry of Labour
- The programme has contributed to various policy and strategic level results, including: the elaboration of the Draft National Content Law, the National Employment Policy and also provided provincial level support to provincial governments of Cabo Delgado, Nampula and Manica Provinces in the establishment of conditions for Extractive industries Project implementation such as hiring of technical staff and the advocacy of the Extractive Industries Transparency Initiative (EITI).
- Despite the gender sensitive skills gap analysis and a specific course on Women in the Extractive Industry Value Chains designed by ILO, it has been hard engaging women beneficiaries in joint programme activities, with participation varying between 20% and 55%.
- A market linkages forum was organized to promote links between local companies and local agricultural producers in Montepuez. Because of this initiative, various local and international mining companies such as Ruby Mining, Grafex, Karibu, and Palma Residence have shown interest and support to promote local content.
- The programme is operationally closed and the final evaluation ongoing at year-end 2017.

Contribution to SDGs: 4 and 8

Nigeria - Food Africa - Empowering Youth and Promoting Innovative PPPs through More Efficient Agro-Food Value Chains in Nigeria

The Food Africa programme is co-funded by SDG Fund and Sahara Group, while UN agencies provide financial and technical support, and the Roca Brother – worldwide recognized figure in the food sector, will play a key role in establishing the Centre of Excellence, through Training-of-Trainers modality to build the capacity of a team of local trainers. Piloted in the Kaduna State of Nigeria, Food Africa Programme is designed to improve food security and nutrition, and alleviate poverty through strengthening of the agro-food value chains. It also aims for improving agricultural productivity and yields, creation of a food processing facilities and promotion of access to markets in Nigeria.

Progress/ Achievements

- Strengthen food processing capacities and value addition close to production for improved efficiencies and reduce post-harvest losses
- Improve agricultural yields and strengthen capacity of farmers and farmer based groups in production and management
- Boost local economic development and sources of new livelihoods created in Kaduna through the fostering of local market places and promotion of specialized horticulture products
- Improved policy coordination and inter-sectorial coordination

Contribution to SDGs: 1, 2, 5, 8 and 17

Sierra Leone - Enabling Sustainable Livelihoods Through Improved Natural Resource Governance and Economic Diversification in the Kono District

In Sierra Leone, the joint programme works in the **Kono District**, one of the countries least developed areas as affected by the 10 years of civil war, and also paradoxically gifted with the most productive mineral sectors (diamonds and gold). The programme promotes public-private partnerships to ensure sustainable governance of natural resources at the same time that economic diversification and new opportunities created for young people and women around agriculture, aquaculture, value added trade, mini-processing and production activities.

Progress/ Achievements

- The Community Development Agreement (CDA) component of the project implemented together with the National Minerals Agency resulted in the signing of the first ever CDA in Koidu since inception of mining in the district in 1930, availing local communities of 0.25% of total export earnings per year of the mining company for community development, with US\$ 190,000 allocated by Koidu in 2017. Training of key stakeholders on budgeting, project design, M&E and other CDA related trainings to strengthen the implementation and negotiations with Koidu Limited company, additional support was provided by GIZ to strengthen M&E.
- Twenty-four fish ponds and eight poultry houses have been constructed by 1,220 youths and will serve as alternative sources of income and help improve nutrition and food security in Kono district; in addition, some 450 youths including 38 women have completed livelihood and employment skills training across six vocational categories; 101 youths were provided direct cash transfers for their support in implementation of data collection activities.
- A study is on-going on the status of fisheries to further inform implementation decisions, particularly on sustainability issues.
- A study was conducted on conflict resolution mechanisms, identifying common issues occurring from mining activities in Koidu and enabling stakeholders establish platforms for open dialogue and amicable dispute resolution without resorting to violence or conflicts.
- Training on business management for vocational skills trainees and advocacy skills on mining issues and land-use management within local communities is ongoing and the programme continues to engage the private sector in its implementation, including Koidu Limited which also attends the PMC meetings.
- Following training provided to 60 staff on Environmental Cadastre Administration System (ECAS) on environmental licensing and monitoring reporting, data on 170 licensing and monitoring has been updated in the system.
- The programme suffered delays due to the Ebola outbreak with WHO only declaring Sierra Leone Ebola free on 17 March 2016, some nine months after the first tranche was received in June 2015; national elections in 2018 have likewise had an impact on implementation as did changes in key programme focal points.

- The programme received notice of the final evaluation and has begun preparations accordingly.

Contribution to SDGs: 1, 2, and 16

Tanzania - Joint Programme to Support Tanzania's Productive Social Safety Net (PSSN)

The SDG Fund, through the UN agencies (UNDP, UNICEF, ILO, UNFPA), supported the Government of the United Republic of Tanzania to scale-up its flagship national social protection programme - the Tanzania Productive Social Safety Net (PSSN). PSSN reaches 15% of the poorest people living in extreme poverty or below the food poverty line, with direct beneficiaries of 5,222,309 for the total programme with the World Bank. The total number of female beneficiaries is 2,674,794, representing 52.0% of total direct beneficiaries. PSSN provides cash transfers to poor and vulnerable households, conditional to their use of health and education services, along with opportunities to earn additional income through public works and livelihoods.

In collaboration with the Tanzania Social Action Fund (TASAF), inclusiveness of the PSSN was strengthened by specifically targeting women, children, youth, elderly, people living with disabilities and people living with HIV/AIDS. In addition to conditional cash transfers and Public Works Programme, the PSSN raises awareness of family planning, and supports completion of primary and secondary school education to help promote graduation from extreme poverty and facilitating a healthy and productive transitions into adulthood.

Progress/ Achievements

- The Community Engagement Toolkit, “Stawisha Maisha” aims to build members’ capacity to better their own and their families’ lives through the adoption of household practices and family care actions that are proven to improve outcomes for children. The initial six-session module has a special focus on infant and young child feeding (IYCF). Various components of the programme have been pretested in different settings. Stawisha Maisha has been piloted in two districts: Unguja North B (Zanzibar) and Mbeya District Council (Mainland) with 10,272

PSSN beneficiaries participating in groups. About 986 TASAF staff at headquarters, district and ward levels have been trained on using the toolkit, managing and monitoring the groups.

- Support was provided to the development of PSSN livelihood enhancement training materials and LE Operational guidelines to guide the successful implementation of PSSN livelihood enhancement component and enable poor and vulnerable households to increase their households' income generating capacity and self-reliance.
- The development of livelihood enhancement pilot model aims to improve access to advice and information, enhance capacity of the extension officers and train PSSN implementers to provide basic advice and guidance on livelihood enhancement to PSSN beneficiaries. The livelihood enhancement pilot addresses challenges related to the shortage of extension services, lack of access to market and information on livelihood enhancement activities, as well as low skills and knowledge of the beneficiaries. In total, 529 PSSN beneficiaries from 10 villages in Kibaha DC and Unguja participated in the pilot.
- A gender assessment of the PSSN programme and TASAF informed the design of PSSN II. Also, based on findings and recommendations from the assessment, TASAF Gender Mainstreaming Action Plan and training modules on gender responsive programming were developed in consultations with TASAF, which will strengthen gender mainstreaming into the PSSN.
- A total of 1,273 beneficiaries were targeted in family planning awareness sessions on the mainland and in Zanzibar, a further 1,040 youth aged 10-24 years also benefited from sessions on sexual and reproductive health.
- Support was provided to the Zanzibar Ministry of Labour, empowerment, elderly, youth, women and children to conduct a training that designed to enhance coordination, enforcement and implementation capacity of social protection interventions at local government, ministerial and agency levels.
- The Government of Zanzibar was also supported to develop an integrated child policy, which will ensure coordination of child-related issues, reinforce synergies and avoid duplications. The policy will be accompanied by an Implementation Plan and an M&E framework.

- The UN joint programme to support PSSN is operationally closed and the final evaluation was ongoing at year-end 2017.

Contribution to SDGs: 1, 3 and 5

Asia and the Pacific

The SDG Fund has supported six joint programmes in Asia which address some of the most pressing issues in the region, especially aimed at achieving sustainable development through inclusive economic growth, food security and nutrition, and water and sanitation.

Bangladesh - Strengthening Women's Ability for Productive New Opportunities (SWAPNO)

In Bangladesh, women are often employed at the lower end of the productivity scale. For example, rural women's participation in the labor force is just 36.4% compared to 83.3% of rural men. Creating employment and income generating opportunities for women and enhancing women's access to social protection will help to reduce gender inequality and women's poverty and vulnerability. The SDG Fund is working in the Kurigram district in the Northwest and in Satkhira district in the coastal belt, regions strongly affected by seasonal hunger and high incidences of extreme poverty due to natural disasters and climate change.

Progress/ Achievements

- In total, 2,592 poor women, who were identified as having little opportunity to earn a decent living for their families were employed for 18 months in public asset maintenance in their respective Union Council areas. During their 18-month tenures, each woman received cash wage of BDT 66,450 (approximately US\$ 807) and BDT 22,150 (approximately US\$ 269) in savings plus interest, which were deposited in individual escrow bank accounts as part of a mandatory savings programme.
- The individual bank accounts for 2,592 women were opened at the Bank of Bangladesh (central bank) have allowed the women beneficiaries access to financial services including deposits, loans and insurance; The programme also piloted e-payment programme to

strengthen national “Government-to-Person” (G2P) payment mechanisms to social safety net beneficiaries to promote financial inclusion, the programme has been reviewing and taking special measures to appraise risks and opportunities.

- Two hundred and sixteen Rotating Savings and Credit Associations were established in Kurigram among the 2,592 women beneficiaries; leveraging the Rotating Savings and Credit Associations and other savings from cash wages, women beneficiaries started different Income Generating Activities (IGAs) alongside their regular employment in public asset maintenance work.
- The programme enhanced capacity of the local governments organizations, i.e. the 72 Union Parishads to manage and supervise pro-poor and gender sensitive services, enabling them to implement further pro-poor development programmes, specifically safety-net programmes.
- Around 1.8 million community members of the 72 Unions in Kurigram District have benefitted from 4,156 public asset maintenance schemes, including maintenance of earthen roads (3,102), repair of the shoulders and slopes of pucca and semi-pucca roads linking villages to key economic centres and disaster risk reduction related schemes (778) including embankment repair, canal re-excavation, plinth raising of flood shelters and public places.
- Partnerships were established with the private sector, including partial funding for Satkhira district from Bangladesh Steel Re-Rolling Mills Ltd. (BSRM) and joint collaboration with the readymade garments sector through Bangladesh Garments Manufacturer and Exporters Association (BGMEA); 15 beneficiaries were trained and completed placements in readymade garments sector and another 15 women beneficiaries were employed by Kurigram Spinning Mill following the completion of their two-month apprenticeships.

Contribution to SDGs: 1, 3, 5 and 10

Fiji – Engaging Youth in Fiji and Vanuatu in Organic Farming: A Farm to Table Value Chain Approach

This SDG Fund programme is working to help tackle youth unemployment and reduce reliance on imports which have increased due to declining local food production. The programme is creating employment opportunities for youth – including vulnerable young people who have not

completed their formal education - in organic agriculture through a value chain approach utilizing public private partnerships within the key economic sectors of agriculture and tourism.

Progress/ Achievements

- Some, 1,050 farming families have benefited from training activities which equates to 420 youth being trained by the end of this reporting period (168 female and 252 male), of this 233 farmers were trained in organic standards and certification processes – as the first step towards organic certification, with 70 (34 male and 36 female) taking part in organic peer review training, enabling them to inspect farms as part of the organic certification process and 21 (16 male 5 female) trained to meet required standards for organic certification for food processing; farmers also benefited from training on cooperativism and on financial literacy provide in partnership with Westpac Banking.
- Participatory guarantee systems (PGS) have been established for the five participating villages, mentoring, following up and monitoring of young farmers is in progress and a database established for this purpose; farmers have been trained to participate in the decision making and governance processes to increase ownership and sustainability, allowing participants a path to engage markets directly.
- An organic restaurant, Tukuni is being piloted by Foundation for Rural Integrated Enterprises and Development and market linkages actively explored, including partnerships with local supermarkets, restaurants and airline companies, with farmers to potentially serve as suppliers and buying structures set up amongst these PGS groups for ease of organic produce pick-ups; a feasibility study is also being conducted on the production of new products, including organic soup packs and organic dry products, focusing on production volumes, value chain process and end user prices.
- Cyclones Ella and Winston in addition to flooding in early 2017 which caused landslides and have all had serious adverse impacts on implementation in Fiji, recovery and also the programme efforts have focused on worst affected areas; farmers and youths have had to prioritize the re-building of their homes over attending to their farms.

- It has been challenging to promote organic farming, many beneficiaries farm at subsistence levels and benefit from free agricultural inputs; attracting youth and women has also been difficult.
- FRIEND launched its 'Organics Simplified' booklet displaying various methods for pest control and boosting crop health together with the Participatory Guarantee Systems (PGS) guidelines and extension materials targeting young farmers have been developed including seasonal crop calendars

Contribution to SDGs: 1, 3, 6 and 7

Philippines - PRO-WATER: Promoting Water and Sanitation Access, Integrity, Empowerment, Rights and Resiliency

In the Philippines, the SDG Fund programme developed an integrated approach to improve governance and access of safe water, sanitation and hygiene in water in six waterless provinces. Targeted gender-sensitive solutions benefitted local households and communities, improved capacities of schools, health centers and important local transport hubs; and generated knowledge utilized to aid policy advocacy, planning and capacity building.

Progress/ Achievements

- The development of the operational Integrated Safe Water, Sanitation and Hygiene (iWaSH) framework has laid the foundation for pursuing a coordinated and harmonized approach on integrated safe water, sanitation and hygiene at the local level which is now being adopted at the national level through the Department of the Interior and Local Government (DILG)'s Water and Sanitation Programme.
- iWaSH is now recognized as a priority of the 10 Local Government Units evidenced in their water safety plans (WSPs) and medium and long term (5-10 years) targets, including increasing targets for access to safe water to from 68% to 97% and access to sanitation and hygiene from 68% to 100%. Low cost sanitation technologies have been introduced in all targeted Local Government Units. Provision of water quality testing kits, formulation of water quality

and risk assessment plans, capacity development assistance on sanitation programming, formulation of local policies to support Zero Open Defecation are also noted as key results.

- Some 3,277 women have been actively engaged in the programme's outputs particularly in the conducting of assessments and data validation, planning, resource allocation, monitoring and evaluation, sanitation programming, community organizing/ social preparation activities, and in communications and advocacy on iWaSH.
- A total of 4,126 girls participated in group hygiene activities in schools and day-care centres as part of the iWASH in schools/ Early Childhood Care and Development (ECCD) programme in Masbate and the development of community murals in seven municipalities, where they were tapped as community artists/advocates i.e. design and actual painting of the murals.
- A public-private partnership was established in Region 5 between the Municipality of Basud, Camarines Norte and the Coca Cola Company resulting to the planned construction of a Level II Water Supply System that will benefit three barangays.
- Two Local Government Units (Region 8) passed barangay ordinances to end open defecation, one barangay, Mapanas (Jubasan) is already declared zero open defecation (ZOD) status and also showed a significant drop in water-borne diseases from 484 cases reported in 2016 to 211 in the first three quarters of 2017. In Masbate Region, four barangays are already zero open defecation certified (G1) and one barangay certified as having sustainable sanitation (G2). In Bobon, barangays, Sumoroy and Arellano have also achieved ZOD (G1) status. Three other barangays are actively implementing CLTS where 80-100% of the households have already constructed temporary/makeshift sanitation facilities and are set to be declared ZOD status by year-end 2017.
- The programme is operationally closed and the final evaluation was completed at year-end 2017.

Contribution to SDGs: 2, 3, 4, 5, 6, 10, 13, 14 and 15

Samoa - Engaging Youth in Samoa in Organic Farming and Menus: A Farm to Table Value Chain Approach

This SDG Fund programme is helping create employment opportunities for youth in organic agriculture through a value chain approach in the Small Island Developing State. Utilizing public-private partnerships within the key economic sectors of agriculture and tourism to assist young people, including vulnerable youth who have not completed their formal education and at the same time, also help produce food security and nutrition.

Progress/ Achievements

- The programme has now reached 1,819 direct beneficiaries (940 women and 450 men), of which including 574 youth beneficiaries (267 women and 307 men), more than 1,000 indirect beneficiaries.
- Successful young graduates have been able to connect to markets and sell their produce directly in fortnightly twilight markets which have allowed to realize immediate benefits from the training they have received.
- The overall training methodology was reviewed due to the high drop rate, the length of the trainings and their centralized location were identified as key issues in this regard, training has now been consolidated to one week in length, still comprising theory and practice and will take place in the targeted villages to improve retentions rates; in particular, in the case of young women; retention rates have improved as a result.
- Two successful graduates from the first successfully trained group were offered full-time positions with Women in Business Development Inc facility and will are now being trained in processing and to become trainers for successive groups.
- Transport of fresh produce has been a challenge, with consistent quality control a key factor in targeting of restaurants and hotels; four-wheel drive vehicles with chillers have been identified as a solution given the remote locations far from Apia.
- IFAD withdrew from the Samoa project half way through 2016 and funds were returned by August 2017, which caused much delay and uncertainty in the programme.

- Equipment procured with matching funds was already transferred to the warehouse which is important to ensuring sustainability and apart from the transfer of some small pieces of equipment, on-going support and follow-up work, all other activities are completed.
- The programme received notice of the final evaluation at year end and preparations are already underway.

Contribution to SDGs: 1, 2, 3, 4, 5, 8, 10, 12, 13 and 15

Sri Lanka - Scaling-Up Nutrition Through a Multi-Sector Approach

In Sri Lanka, the joint programme addressed the causal factors of poor nutrition at the household level to ensure sustainable, efficient and effective services for those nutritionally-at-risk thereby reducing the prevalence of under nutrition. It assisted the government to document the impact and opportunities of public investment in food security and nutrition and contribute towards achieving behavioural changes through nutrition education for educators, school children and communities

Progress/ Achievements

- The programme was closely linked to national policy, in particular: The Multi-Sector Action Plan for Nutrition and contributed to higher level interventions including: drafting of National Nutrition and Micronutrient Survey of Pregnant Women in Sri Lanka and National Nutrition Survey of Lactating Women in Sri Lanka.
- The programme helped facilitate the reopening of the dialogue on rice fortification, also drawing on experience from India and producing many key deliverables, including: a Cabinet paper on voluntary rice fortification and mandatory wheat flour fortification in social safety net programmes, Final Report on Rice Fortification Landscape Analysis.
- The programme also contributed to knowledge on local fortified food commodities, in general, including: Report on Thripasha Assessment and Product Diversification, Report on Assessment of Thripasha Supply Chain.

- The school nutrition database system was developed (collecting data of 8,791 students from 262 schools in all nine provinces), along with pre-school Guidelines booklet on health and nutrition, the updated school canteen circular and manual distributed to all 10,000 or schools.
- Comprehensive guidelines for school feeding/food consumption were reviewed through stakeholder consultations, gaps were identified, and recommendations to address the identified gaps were incorporated into drafted school feeding guidelines.
- Outreach on nutrition in pre-schools and schools was successful, as children were observed as accepting food items they would not previously eat, with other food items not brought to school as a result; efforts also reached parents and whose appreciation was also noted in the final evaluation as was the empowerment of women/mothers, as a result.
- The programme is operationally closed and the final evaluation was completed at year end 2017

Contribution to SDGs: 1, 2, 3, 4, 5 and 6

Vanuatu – Engaging Youth in Fiji and Vanuatu in Organic Farming: A Farm to Table Value Chain Approach

This SDG Fund programme is working to help tackle youth unemployment and reduce reliance on imports that have increased due to declining local food production. The programme is creating employment opportunities for youth – including vulnerable young people who have not completed their formal education - in organic agriculture through a value chain approach utilizing public private partnerships within the key economic sectors of agriculture and tourism.

Progress/ Achievements:

- Some 1,148 farmers trained have benefited from training organic methods to date. Young people also participated in a regional youth learning exchange on organic farming which took place in Vanuatu. On-going trainings and certification were conducted in various parts of Vanuatu including Santo Island which focused on cassava crops. Specific training has also been

provided to hotel staff on organic food preparation to facilitate knowledge and awareness of organic local production in the tourism industry.

- A designated committee, the Vanuatu Organic Certification Committee (VOCC) has been established and is currently in process of becoming a member of the regional organic certification organization, Organic Pasifica. VOCC consists of organic advocates, government civil servants and private company owners involved in processing organic products. Organic Pasifika Mark^[1] was launched on 20 September 2017 and efforts are ongoing to increase market penetration in Vanuatu markets. More awareness training is still needed in order to promote better understanding of organic standards and application.
- In partnership with Celebrity Chef Robert Oliver, the programme has developed an organic menu for Breakas Resort Restaurant that is compliant with the Pacific Organic Tourism and Hospitality Standard (POTHS). Organic auditors are being trained to inspect to the POTHS and Breakas is being used as a pilot for this purpose.
- There was much greater interest and demand for support from the programme than budgeted resources. It took some time for the Farm Support Association to prioritize beneficiaries and assess what was actually feasible. It was only by August 2016 were activities fully underway. In May 2017, Tropical Cyclone Cook caused significant damage some of targeted communities, setting back progress and requiring Farm Support Association to refocus on response activities. Cyclone Donna followed soon after in May 2017, though not causing major damage, it exacerbated the already vulnerable situation, impacting delivery, with other needs (i.e. housing) taking priority for participants.
- Engagement of the private sector has helped contribute to the programme's success and sustainability, including: Tanna Coffee – widely recognized and used through the hospitality industry in local and export markets; Lapita Café - another well-known Vanuatu brand that makes value added products such as root crop flour as well as cookies and does catering; and

^[1] Products bearing the “Organic Pasifika” mark are certified to the Pacific Organic Standard by an internationally accredited and POETCom approved certifying body or through a robust, POETCom registered Participatory Guarantee System.

Nasi Tuan – an NGO which runs a social enterprise processing and packaging peanuts and other products for sale to the local, tourist and export markets.

- On Tanna, the largest target group are coffee farmers who mostly farm inland. Difficult terrain and inaccessible farms meant that field officers took a lot of time travelling to reach farmers. A quad bike was procured through the programme to allow field officers more easy access to targeted sites.
- A communication strategy is being developed to ensure visibility of the project, working closely with POETCom. The joint programme complements well and provides insights to Vanuatu's new agri-tourism strategy which has a strong focus on organic production and engagement of young people in agriculture.

Contribution to SDGs: 1, 2, 3, 6 and 7

Viet Nam - Joint Programme on Integrated Nutrition and Food Security Strategies for Children and Vulnerable Groups in Viet Nam

In Viet Nam, the SDG Fund joint programme worked in Lao Cai and Ninh Thuan, two provinces with very high incidences of poverty (33.6% and 17.7% respectively) compared to the national average of 10%. The programme focused on policy and advocacy for globally recommended nutrition specific and nutrition sensitive policies and standards, development of institutional capacity and systems and evidence generation.

Progress/Achievements

- Over the duration of the programme, some 5,466 farmers (2,969 women and 2,497 men) and local government officials in seven programme communes, in four districts of Ninh Thuan and Lao Cai provinces improved their knowledge and skills in seven household models of crop, livestock and aquaculture production.
- Policy in various areas was strengthened including: on nutrition and food security through the approval and implementation of decree 100 on marketing of breast milk substitutes, national decree 09 the mandatory food fortification (salt for human consumption and food processing,

wheat flower and cooking oils), and Ministry of Health's decision on guideline on application of early essential new-born care (EENC), the restructuring proposal on rice sector which was endorsed in June 2016 and disseminated for nation-wide application; annual nutrition profiles at a national and sub-regional levels and for 63 individual provinces and were developed and timely published in the National Institute of Nutrition's Website.

- Capacity building and communication have been done through training and field dissemination and demonstration workshop of seven household models on crops, livestock and aquaculture production in Ninh Thuan and Lao Cai provinces.
- Community Child Feeding Clubs targeting 16-17 women from 12-15 households in each respective commune proved successful, focused on make the best use of available food, breastfeeding strategies, the information of foods complementary to breastmilk, cooking skills, making nutritious foods for young children, and sanitation in the household. Clubs met once per week at the home of the village head with members being able to access the grinding equipment at the club location to create fortified flour. Differing from those organized by other entities, the clubs enjoyed the endorsement and participation of local and provincial government.
- The technical guidelines on early detection and early treatment of children with severe acute malnutrition (IMAM) were approved by Ministry of Health together with national guidelines on diagnosis and early treatment of child severe acute malnutrition (SAM) and allowed for its deployment in certain pilot communes in Ninh Thuan and upscaling to 334 communes of the 28 districts most-affected by the drought crisis in 2016, benefiting some 7,000 SAM children in affected provinces.
- The gender assessment was completed in October 2016. Four training courses on gender mainstreaming in nutrition and food security were completed for local partners in Lao Cai and Ninh Thuan province, targeting government officials and other village health and agriculture extension workers.
- The study "Formative Research to Identify Barriers and Enablers for Behavioral Change Related to Maternal Nutrition Care among Ethnic Minority Women in Nutritionally Vulnerable Regions – A Case Study in Ha Giang" conducted under the programme also

provides evidence on barriers and enablers for behavioral change related to maternal nutrition care among women from ethnic minorities in nutritionally vulnerable regions.

- The programme is operationally closed and the final evaluation was completed at year-end 2017.

Contribution to SDGs: 2

Latin America and the Caribbean

The SDG Fund has had nine joint programmes in Latin America and the Caribbean addressing some of the most pressing issues in the region, especially aimed at achieving sustainable development through inclusive economic growth and food security and nutrition.

Bolivia - Improving the Nutritional Status of Children from the Strengthening of Local Production Systems

In Bolivia, where one out of three children suffer chronic malnutrition, the SDG Fund joint programme supported four municipalities to put into place sustainable agricultural production systems, diversified and of a high nutritional value, which will increase the incomes of the poorest families and improve the nutritional state of boys, girls and mothers. The government has committed to scale-up the initiative.

Progress/ Achievements

- Overall some 12 types of vegetables, two types of native crops, livestock and fish were incorporated into the food systems of the participating families. Families participating in the programme saw an increase of 400-800kg/ family in the availability of foodstuffs, those in Pojo and Pocona which had engaged in rearing guinea pig, chicken and carp enjoyed an increase in animal proteins in their diet.
- The programme also helped achieve a reduction in the use of agro-chemicals, the responsible management of their residues, as well as conservation of soil and water.
- Some 1,121 beneficiaries (681 women and 440 men) improved their knowledge of healthy eating in 133 trainings, focusing on theory and practice, training activities also focused on

health, nutrition, hygiene, 210 families in 45 communities benefited from home visits to help reinforce and monitor key practices learnt at the household level.

- Two spaces for dialogue were created and the platforms for the multisectoral coordination of the health councils of the municipalities of Tupiza and Villazon have been strengthened, allowing the implementation of units of Integral Nutrition in three municipalities.
- Through support provided by the joint programme 847 farmers increased their per hectare production of native crops with high nutritional value by 20%, of this amount, an almost four fold increase was seen by women farmers; a high level of commitment by women was noted in the final evaluation, with women producing an average of 63 different crops or a 73% difference in the variety compared to men who only farmed 35 types, women produced more vegetables and legumes, while men earned more overall, women achieved greater average incomes (8.836 Bs/family). Even though women possessed less access to land and irrigation, they were able to achieve a greater increase in production for commercial ends (23%) and for domestic use (51%).
- The empowerment of women is also evident in the results when compared to the programme baseline, with a greater number of women assuming leadership roles (final evaluation: 90%, baseline: 50.1%) and influencing decision making processes (final evaluation: 91%, baseline: 55%) and making decisions with regards to family expenses (final evaluation: 30%, baseline: 16%).
- A community-level risk management strategy was developed to deal with the effects of El Niño including droughts and a strategy for education on nutrition elaborated along with the related educational/communicational materials.
- The programme is operationally closed and the final evaluation was completed at year-end 2017.

Contribution to SDGs: 2, 3, 5, 9, 11 and 12

Colombia - Productive and Food Secured Territories for a Peaceful and Resilient Population in Strategic Ecosystems in Cauca

The armed conflict in Colombia has impacted on production, institutions, food security and social trust. Through the sustainable agricultural production of indigenous crops and their international commercialization the SDG Fund joint programme has created employment, new sources of livelihoods, improved nutrition and, most importantly, peace in Cauca, one of the zones most seriously affected by the long-lasting conflict.

Progress/ Achievements

- Joint programme interventions reached some 1,261 families who benefitted from various interventions including: micro-nutrient powder to prevent and reduce anaemia and water filters to reduce the incidence of water-borne diseases (500 children in 427 families), family and community vegetable gardens (289 families), activities promoting family income diversification and market linkages (399 families), promotion of leadership skills and women's economic empowerment (92 families) promotion, strengthening of quinoa value chain (250 families), with 134 families participating benefitting from support in two or more of the above areas.
- A total of 79 reservoirs (household and community level) with a total installed capacity of 3 million liters were constructed with the support of the local people themselves for six communities in San Antonio and three communities affected by the forest fires in El Rosal (San Sebastian) to facilitate rainwater harvesting; which will help ensure availability of water during the dry season and in case of droughts.
- More than 400 families benefitted from the 18 farmers field schools established in Almaguer, Totoro, San Sebastian and Bolivar, under the joint programme which have helped strengthen agricultural production, improve access to agricultural inputs and improved food security and nutrition; working at a community level they have helped promote strengthen social cohesion.
- Awareness and agreements with local authorities, departments, organizations and communities through joint efforts to ensure the peaceful resolution of outstanding territorial disputes and environmental conflicts.
- Many local partners and actors were engaged in programme activities, including: Colombian Coffee Growers Federation, the Association of Quinoa Producers, as well as private sector companies and NGOs: Agroinnova, Prodesic, Cindap, Fundecima, Ecohábitat and Ferrovial.

- Due to the positive results of the programme, based on the proposal of the Mission of Colombia, the President of General Assembly visited joint programme sites in March 2018.
- The programme is operationally closed and the final evaluation was completed at year-end 2017.

Contribution to SDGs: 1, 2, 4, 5, 6, 8 and 13

Cuba - Strengthening the resilience of families and vulnerable groups affected by drought in Santiago de Cuba

The Province of Santiago de Cuba is experiencing a severe drought, one of the worst in its history, with the local situation steadily deteriorating since early 2015. Water reservoirs are at just 27.5% of their capacity, and those in the provincial capital - with a population of half a million inhabitants, at just 15.8%. The programme is designed to strengthen capacities for water management in drought situations. This includes: early warning systems; improved control strategies, distribution and supply of water to reduce losses through leakages; in addition to capacity building; and food production in drought conditions through the efficient use of water. The programme responded to the needs of improving access to water at household level through the distribution of tanks and hygiene kits, giving priority to the most vulnerable families.

Progress/ Achievements

- The devastation caused by Hurricanes Matthew and Irma caused delays, as efforts focused on immediate relief and reconstruction work.
- Using an integrated approach taking into consideration the entire water supply chain, the programme has improved capacities for safe supply and storage of water, including: for 9,174 families in the Centro Urbano Abel Santamaria, successfully reaching 70% of families and 100% of schools and health institutions; at the same time, capacities were created in the local industry to produce and repair tanks and pilot actions carried out in the community to collect rainwater.

- Some 4,230 families, 100% of the target population of the programme benefited from direct instruction on good hygiene practices and rational water use and Centro Urbano Abel Santamaria saw a greatly reduced incidence in water and vector borne diseases, year-over-year reduction of 51.1% in acute diarrhoeal diseases in 2017.
- Five cooperatives, an urban farm, a seed farm and composting unit have benefited from equipment, agricultural inputs and training to improve capacities for production in drought conditions; production is expected to see a 10% increase in production which will directly benefit social safety nets which serve 5,961 children, 165 pregnant women and 235 senior citizens, through a 25% increase in diversity in produce. At the same time, links between social protection programmes and cooperatives were reinforced, for a better diversified supply of fresh vegetables according to beneficiaries' preferences and local government capacities were strengthened for monitoring such links.
- Various studies, analysis and training have been conducted to improve water quality, capacities in relation to early warning systems and to promote integrated approaches to meteorological and hydrological droughts and agricultural production, while also promoting gender sensitive approaches; for the first time in Cuba, key gender dimensions were included in the population perception survey, which was carried out as part of the Danger, Vulnerability and Drought Risk Studies. This survey allowed the identification of the different needs of men and women in a community, as well as their capacities to avoid or reduce the negative effects of the drought in their locality with their own resourcesSDGF Secretariat did a monitoring mission in November where it meets with all the partners working in the JP.

Contribution to SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 15 and 17

Ecuador - Strengthening Local Food Systems and Capacity Building Aimed at Improving the Production and Access to Safe Food for Families

In Ecuador, quinoa is important to rural livelihoods. In plots cultivated by families engaged in agriculture, some 25-50% will be dedicated to its production. Given scant and poor diversified productive systems, the SDG Fund implemented a joint programme to alleviate poverty, undernutrition and malnutrition in Imbabura. Through an integrated approach and enhancement

of existing public policies, the programme promoted local capacity-building, strengthened productive development and improved the nutritional condition of small sharecroppers and their families.

Progress/ Achievements

- Some 716 families (including 1,659 indigenous men and boys and 1,340 indigenous women and girls) benefitted from “agro-diverse plots” initiative (parcelas agrodiversas), including training on integrated sustainable water and soil management practices to promote climate change adaptation; which was complemented by training on “1,000 days” principles in which, 338 families with expectant mothers and new-born children attended and which aimed to help prevent chronic malnutrition in infants and to strengthen local food systems, promote dietary diversification and access to safe and nutritious food.
- A total of 118 small producers were supported in the cultivation of chocho (*lupinus mutabilis*) (which had previously only been grown at subsistence levels), sowing 122 hectares of chocho over two cycles; despite extreme weather conditions (droughts and floods), yields reached 25 quintals/hectare in 2016; threshing machines also helped improve yields and the quality of seeds.
- In the case of quinoa, 112 small-scale producers were supported to sow 481 hectares, training was also provided in post-harvest handling and some 4,300 quintals of quinoa per year, from 150 producers, were processed in the “Granos Andinos” plant.
- Associations of small-scale producers of quinoa and chocho were supported to gain access to markets, with trade fairs benefited with three associations comprising 233 producers benefiting from purchasing contracts connected to the 1,000 days activities to provide food baskets of local produce from the region itself to expectant mothers and those with children under two years of age.
- Two dialogue spaces and three intersectoral roundtables have been created to coordinate and develop inter-institutional measures to respond to food security, health and nutrition needs of children and mothers.
- The final evaluation was completed and the report submitted accordingly.

Contribution to SDGs: 1, 2 and 12

El Salvador - Food, Security and Nutrition for Children and Salvadoran Households (SANNHOS)

El Salvador's government is developing new plans and regulations to tackle food security and nutrition among the most vulnerable Salvadorians. By reconsidering the role of women, the programme increased the access to health services and promoted women-owned nutrition micro business to combat the country high rates of prevalence of under nutrition and obesity.

Progress/ Achievements

- The programme reached 608 families from the three municipalities and 14 cantons, with 2,182 direct beneficiaries (871 women, 856 men, 248 girls and 207 boys). Through the programme, these families improved their knowledge of food security and nutrition, health (including open defecation), diversification of productive activities, established fruit orchards and vegetable gardens, raised poultry, farmed tilapia, environmental sustainability and climate change adaptation; at the same time, 121 of the participating families were supported in creating micro-enterprises in farm and non-farm activities, 80% of whom were led by women heads of households; in this regard, the final evaluation likewise indicates that at the start of the programme, 64% of families (66.7% women and 62% men) suffered food insecurity, but by the end of the programme, only 14% (10.8% women and 17.3% men).
- At a strategic level, the programme contributed to policy and planning to institutionalize food security and nutrition, including: the design of indicators for the National Strategic Plan for Breastfeeding, provided support to Fourth National Census on Height and Weight in First Grade Students, the elaboration of three technical regulations on food fortification, the study of the state of nutrition and oral health of children under five years of age and an analysis of food security and nutrition at a national level as well in coordination with key national and local partners; the good inter-institutional coordination on food security and nutrition issues is duly noted in the final evaluation.

- Strategic plans were developed for micro basin management which included tools for decision-making and a focus on environmental sustainability.
- Ten schools benefited from vegetable gardens; a means by which to promote learning, productive techniques and knowledge of nutrition, with activities led by students, teachers and parents, with another 15 schools received basic kitchen utensils for the preparation of food with a view to promoting food safety.
- The final evaluation was completed and the report submitted accordingly.

Contribution to SDGs: 1, 2, 3, 5, 12, 13 and 17

Guatemala - Food and Nutrition Security Prioritized Municipalities of the Department of San Marcos

Compared with other Latin American countries, Guatemala stands out as having a high rate of chronic childhood malnutrition with the incidence as high as 49.8% in children of 3-59 months of age. The great disparities between income levels and food and nutrition insecurity in the department of San Marcos, raise concerns about Guatemala's efforts to ensure the implementation of the family farming programme for the solidification of its national institutions and economy. Accordingly, the SDG Fund joint programme will, through a multidimensional and participatory approach, help strengthen, food security local governance mechanisms, promotes rural economy and families' access to sustainable food.

Progress/ Achievements

- At national level, the programme supported the alignment of municipal planning with that at a national level, including four multi-year plans on food security, nutrition and the 1,000 days principles for Tacaná and Tajumulco which were identified as suffering "very high" nutritional vulnerability and San Lorenzo y Esquipulas Palo Gordo which were likewise prioritized as suffering "high" nutritional vulnerability, in addition to 32 plans at the community level.
- In terms of the health school activities, 20 schools received soap, towels, water filters and promotional and active play materials on handwashing and related training was provided to

teachers and students; another analysis was conducted of 20 schools, of which ten were prioritized for the provision for pit latrines, sinks, piping and other necessary materials to improve sanitary conditions.

- Training of “mother advisors” (madres consejeras) in areas included in health, nutrition and infant care, with 300 women completing the training under the joint programme and graduating in ceremonies in each of the targeted municipalities; the mother advisors were noted in the final evaluation as dedicated, active in their communities and successful in sharing knowledge with other women in their communities including exclusive breastfeeding, preparation of complementary foods especially porridges; a detailed report explains the training and accreditation process.
- The Diploma on Communication for Development was highlighted as one of the most successful elements of the joint programme’s interventions, providing training on health, food security and nutrition, 1,000 days principles, healthy schools, etc.; notably journalists and others working in local media and cable TV channels were also trained and received the diploma and voluntarily supported the communications campaign which resulted in the inclusion of content and messages on 1,000 days, food security and nutrition etc. included in some 71 television programmes and 61 radio programmes.
- The programme was successful in reducing the presence of aflatoxins and fumonisins present in maize, achieving a reduction of 8% in aflatoxins; in this regard, a portable grain-testing tool, “Blue Box”, was noted in the final evaluation as one of the activities most highly appreciated by participating families as a practical means to test and monitor contamination, with the mother advisors demonstrating its use.
- In relation to knowledge and practice of the 1,000 days principles, an anthropometric study carried out by the programme, analyzing the impact of the programme, including a household level questionnaire conducted of 302 heads of households (255 women and 47 men) showed “a good knowledge of the majority of the themes” and that 91% of families had managed to diversify their diets through their own production of fruits and vegetables.
- The final evaluation was completed and the report submitted accordingly.

Contribution to SDGs: 1, 2, 3, 5 and 6

Honduras - Promotion of Culture and Tourism for Local Development in Ruta Lenca

In Honduras, the SDG Fund joint programme supported the generation of income through the revitalization of the Lenca culture and the development of sustainable tourism micro businesses in the area, led by youth and women through training, business articulation, tourism promotion and international investment in of the most culturally and naturally vibrant regions of the country.

Progress/ Achievements

- The Local Committee for Entrepreneurship, the representation of which included 13 indigenous grassroots organizations with broad participation by women was formed under the joint programme, as a key participatory decision-making mechanism which screened and selected proposals submitted by 48 different small business start-ups, 38 of which (involving some 2,954 direct beneficiaries, 71% of whom were women) received training and small grants. By programme closure, 24 small businesses were successfully registered as legal persons and of those 16 of which were already able to access financing from Cajas Rurales, allowing them to continue and/or scale up their activities which the final evaluation, in turn, found helped invigorate in the local economy.
- The programme contributed to policy and intersectoral coordination, including the creation of an Inter-Institutional Roundtable on Rural Cultural Tourism and three roundtables on selected topics of interest and ultimately a tourism development plan for the five participating municipalities for 2017-2027.
- Some 34 cultural tourism guides were trained following the formation of Network of Indigenous Lencan Youth Communicators (Red de Comunicadores jóvenes indígenas lencas) and an additional 73 cultural managers to promote the recovery and revaluation of the Lenca culture, and brochures, press releases at local and national level, radio emissions, banners created to promote Lenca culture and position the region as a cultural tourist destination. Small pieces of equipment and promotional materials have likewise been provided to tourist information centres to support their operations.

- The programme also successfully developed a strategy for the prevention of violence against women with Organización Intibucana de Mujeres.
- Successful strategic partnerships have been formed with participating municipal governments IFAD's "Pro-Lenca" project and USAID's "Alianza para el Corredor Seco," as well as Heifer Internacional, CUSO International and other relevant national partners.
- The final evaluation was completed and the report submitted accordingly.

Contribution to SDGs: 1, 2 5, 8, 10 and 11

Paraguay - Protect, Promote and Facilitate Effective Implementation of the Right to Food Security and Nutrition in Prioritized Vulnerable Populations

The SDG Fund supports the government of Paraguay's efforts to find integrated solutions to food security at the national level while puts into practice a cross-sector approach working with indigenous and vulnerable rural households, and in particularly female headed families, to produce nutritious and diversified food production. The programme received its first tranche of funds in March 2015 and implementation began in July 2015.

Progress/ Achievements

- Selected from the same targeted communities to strengthen local capacity, some 41 facilitators were hired over two phases: 14 in September 2017 and another 27 in December 2017 and trained in the interactive educational and inter-cultural modules created under the programme, a thorough analysis of which was conducted to ensure that gender, a human rights-based approach and inter-cultural perspectives were incorporate and also with the actual electronic tablets to use in the trainings. Facilitators were also provided with vests, backpacks etc. for visibility purposes for their work in the field.
- Seeds have been purchased and delivered to those 902 indigenous families and 147 rural families, supported by the first 14 facilitators which have completed all training activities and graduated, in line with the production plans agreed with the different communities and settlements.

- A diagnostic study was carried out looking at livelihoods, identifying women and men in the community for their knowledge and capacities in areas such as social, cultural, productive and environmental issues, but also considering agro-climatic conditions, timing of the rainy season, agricultural cycles, noting the differences in the targeted (eastern and western) regions
- Altogether 14 savings groups were formed by women, the majority of whom were heads of households, with training and support provided accordingly to promote financial literacy
- The programme has benefited the full support of Technical Secretariat for Planning of Social and Economic Development (Secretaría Técnica de Planificación del Desarrollo Económico y Social - STP) and the leadership role played by Vice Minister who has been present through the implementation of activities in the field; the STP has a dedicated communications team which has been helping promote visibility of the programme's interventions too
- The programme has been promoting policy coordination, through various roundtables including on technical management and inter-cultural, multi-ethnic and indigenous affairs

Contribution to SDGs: 1, 2, 3, 4, 5, 6, 8, 10 and 11

Peru - Economic Inclusion and Sustainable Development of Andean Grain producers in rural areas of extreme poverty in Ayacucho and Puno

In Peru, the SDG Fund contributed to establishing an inclusive value chain in the production of quinoa and other Andean grains to increase demand in international markets and thereby improve economic livelihoods of vulnerable producers.

Progress/ Achievements

- The programme's interventions were realized through the training of 62 facilitators in the basic principles of cooperativism, the business cooperative model, management of agricultural cooperatives and related administrative and tax issues with the assistance of the trained facilitators, 70 trainings were conducted in the field which allowed the programme to reach 2,041 beneficiaries to date in Ayacucho (37%) and Puno (63%), of which 51% of whom were women. Beneficiaries likewise received training in gender equality, prevention of alcoholism, domestic violence and leadership skills.

- Programme beneficiaries faced many challenges including severe droughts and frost, a fall in market prices due to oversupply, limited existing resources at the disposal of farmers, in particular small plots of land, limited capital and access to finance, the need for immediate sale of produce due to their financial needs and the continuation of traditional practices which produced low yields; despite this in the case of Puno, small producers under the cooperative, CECAGRO were able to commercialize 69.5 metric tons of organic quinoa which they were able to sell at 22% premium to the market price; as for Ayacucho, inclusive negotiation processes resulted in the establishment of a plant by a cooperative, comprising 19 members, for the production of kiwicha and quinoa energy bars.
- By the end of the programme, 214 farmers engaged in the production of organic quinoa were able to achieve higher yields of 12-13% compared to the programme baseline, with those that had participated in the programme's two campaigns being most successful.
- The programme aimed to promote credit unions, as a model of financial inclusion which, recognized internationally, is being promoted locally in Peru by COFIDE (Banco de Desarrollo del Perú) in other regions and value chains; in this regard 43 facilitators (42% women) were trained in this model and they, in turn shared their knowledge with 264 producers (56% women) in their own communities, who benefited from improved financial literacy, promotion of a money saving ethic/culture and a good track record in the repayment of loans. Apart from basic mathematics, bookkeeping, calculating of interest, trainings likewise stressed the importance of investment to develop productive capacities and sustainable organizational models so as to achieve greater incomes and market integration.
- To contribute to better quality seed production, 49 of those producers (59% women) trained in Puno were able to register as certified seed producers, with this group producing some 15,700 kilogrammes of seed, of which 36% was certified by the National Institute of Agrarian Innovation (INIA) – Peru, in Ayacucho, 159 of those farmers trained (23% women) achieved certified seed producer status, producing 7,500 kilogrammes of “authorized” seed as per INIA’s classification system.
- The programme was successful in engaging partners from public and private sector, as well as NGOS, in all its activities including in its technical roundtables.

- The final evaluation was completed and the report submitted accordingly.

Contribution to SDGs: 1, 2, 5 and 8

Middle East and North Africa

The SDG Fund have one programme ongoing in MENA, focusing on inclusive economic growth, addressing some of the most pressing issues affecting the lives of small businesses in the **occupied Palestine territory**, specifically those businesses owned by women.

occupied Palestinian territory - Creating One-Stop-Shop to Create Sustainable Businesses on Inclusive Economic Growth

The joint programme improved the livelihoods of Palestinian women, by building the capacities of women owned/run MSMEs and cooperatives, preserving cultural and agricultural products, and turning them into marketable and exportable products along with the creation of a regulatory environment for the protection of local production and the establishment of incentives for women cooperatives. The programme addressed the issues identified in the Palestinian National Export Strategy by institutionalizing, standardizing, and marketing food and non-food products produced by the women MSMEs, including cooperatives, in Palestine.

Progress/ Achievements

- Two business shops established to sell products by the 23 women's associations/cooperatives – produced by their 637 females and 185 male members – to the general public. The marketing plan for each of the established “Business Shops” in Jenin and Halhoul developed aimed to improve the quality and competitiveness of the products; to new markets and increasing sales volumes; and raising the market profile of products produced by rural women among Palestinian consumers.
- The two business shops participated in six exhibitions in Hebron, Ramallah, Jenin and Amman, in addition to participating in the project's closing event. Furthermore, the two business shops

were provided with software and hardware for managing their business as well as coaching to enhance their knowledge of business management and accounting software.

- Beneficiaries gained a better understanding of export requirements, and improved their skills in negotiating and communicating with buyers. Women MSMEs have the opportunity to participate in exhibitions in the Abu Dhabi, United Arab Emirates; Berlin, Germany; and Geneva, Switzerland as well as various B2B meetings, a trip of a group of German traders specializing in ethnic foods to Palestine cooperatives to explore business opportunities.
- A policy paper incorporating the main national policy directions related to women's economic participation was drafted, under the auspices of the National Committee for the Women's Employment (NCWE) in full partnership with the Ministries of Agriculture, National Economy, Labor and Women's Affairs. Government officials from Ministry of National Economy and the Ministry of Agriculture improved their knowledge of gender concepts and gender mainstreaming, through participation in trainings and awareness raising sessions aimed to improve capacities for developing gender-sensitive policies.
- Two private companies, The Bank of Palestine (BoP) and Birzeit Pharmaceuticals Company (BPC), the largest companies in their respective sectors were assisted to undertake a comprehensive gender audits, using ILO's gender audit methodology.
- Twenty-three women's cooperatives have contractual agreements to supply two private business shops with their products for direct sales. Both companies, Al-Rozana and Al-Thimar, witnessed impressive increases in their sales turnover in 2016 compared to the baseline (40% and 68.1%, respectively). For Althimar Company in Jenin, sales to the public during the project implementation period totalled 262,896 NIS (US\$ 72,000), while for Al Rozana Company in Halhoul sales to the public totalled 149, 834 NIS (US\$ 41,000), for a combined total sale from the two shops of around US\$ 113,000. In addition, more than US\$ 205,000 was generated from exports. New Company Farm, an export intermediary used by the joint programme to support cooperatives, reported a record US\$ 177,334 in purchases from cooperatives in 2016, of which one third (34% or US\$ 60,294) was from 13 cooperatives targeted by the joint programme.

- Institutional and managerial capacities of these women's cooperatives were strengthened through training on ISO 9001 Quality Management Systems capacities of management and finance staff to conduct financial business analysis and economic feasibility assessments strengthened. Some 43 women MSMEs participated in a technical training related to shipping and custom clearance services.
- The final evaluation was completed and the report submitted accordingly.

Contribution to SDGs: 1, 2, 8 and 10

Lessons Learnt on Joint Programme Formulation and Implementation for Aid Effectiveness

The experience of both the MDG and SDG Fund joint programmes highlights the importance of the following elements to ensuring ownership and sustainability of results: 1) the level of participation of the joint programme's stakeholders in all phases of the project cycle from design and implementation to monitoring and evaluation; 2) the joint programme's governance structure; 3) the execution modality; and 4) communications and advocacy efforts.

1 . Facilitating a strong participation of national and local stakeholders, including civil society, during the design phase is key to ensuring programme effectiveness, relevance and sustainability. Ensuring adequate involvement of local counterparts in the decision processes from the design phase through implementation to the evaluation phase proved to be one of the most important challenges for the joint programmes. The design of joint programmes should avoid **unrealistic and overambitious** targets in terms of the number of beneficiaries, costs, time and local capacities required to implement them. Lack of local participation in the design phase can affect the (cultural) relevance of activities and their sustainability.

Applying the lens of a communications and advocacy perspective to the joint programme design phase helps to create a participatory and dialogue-friendly environment that will contribute to greater national ownership. For some joint programmes, creating and establishing participatory communication channels and platforms during the consultation process proved to be very strategic. Recording the consultation process with pictures, videos and stories can help to build the story and narrative of the joint programme; communication can help to

engage partners and potential participants on an equal footing by ensuring people, communities and governments who have been consulted that they have, indeed, been listened to.

Tools like stakeholder mapping and analysis can be used in this consultation phase to identify key partners and stakeholders that should be engaged. It is important to include representation from civil society, local communities, governments, media and private sector, etc. Dedicating the time and resources to integrate reporting from the first stage of the process can be very useful in engaging all actors. Communicating with and listening to stakeholders and partners is a valuable investment in the long-term success of the joint programme.

To tackle these problems the SDG Fund has introduced: an inception phase for participatory processes at the beginning of the joint programme; the use of flexible planning tools that allowed for the governance structure to reorient activities as needed; and the establishment of local coordination and governance units to involve stakeholders in decision-making processes. When time and resources for designing joint programmes are limited, supporting the continuation or scaling up of existing initiatives is an effective way to ensure ownership and relevance. The level of co-financing committed by the national Government is also a good indicator of national ownership and alignment with national priorities. The SDG Fund has increased the requirement of co-financing to match the total grant contribution awarded by the Fund itself. See below for more information on matching funds.

The governance structure when appropriately facilitated, ensures an inclusive decision-making process, fosters dialogue, the flow of information and ultimately leads to better coordination and stronger ownership. The experience of many programme countries has showed that strong government leadership, a united Country Team lead by the Resident Coordinator, and the active participation of the sponsoring government are imperative for making strategic choices and delivering development results effectively.



This governance structure includes a National Steering Committee (NSC) and a Programme Management Committee (PMC). The NSC is the highest body for strategic guidance, oversight and joint programme coordination. The first step in a joint programme preparation is to establish the NSC that will guide in the decision of the thematic area for the development of the project document and Agencies' involvement. The PMC is a programmatic organism that is frequently supported by technical subcommittees which lead operational and technical interventions in the field. The two main decision-making bodies were supported, at all times, by the Resident Coordinator's Office and by the joint programme coordination unit.

In addition to national level governance structures, joint programmes in most cases also established **local coordination structures**. These bodies facilitated participation of local counterparts and stakeholders, including civil society members, in the implementation, decision-making and integration of joint programmes into existing local processes. Joint programmes have adopted a variety of solutions to address this challenge that can serve as a reference. Some programmes decentralized the PMC meetings in the intervention areas to establish stronger links between the national and the local levels. All cases included local authorities, local leaders, civil society (including NGOs, the private sector and community-based organizations), UN Agencies, and representatives of local targeted populations. It is important to ensure that the local level reports to the national level, in order to avoid parallel coordination processes and to guarantee a regular flow of information among the different programme governance levels.

These two criteria proved helpful in improving the participation of national partners in strategic and financial decision-making processes and in strengthening national ownership. However, sometimes direct execution by UN Agencies can be more appropriate and effective; specific local conditions can make it the preferred modality and the one agreed by the programme partners. In these situations, it is important to make adequate arrangements so that decision-making processes still include all relevant national stakeholders.

Ownership and communications are closely interlinked. Communications and advocacy activities often start very late in programme implementation. Those joint programmes that adopted a strong communications perspective earlier in the programme's cycle and adapted developed their own communications and advocacy strategies early on were able to achieve better results. The key lesson learnt in this regard is that effectively designed and implemented communications and advocacy strategies can contribute to national ownership by:

- Promoting dialogue among partners
- Sharing advances and challenges throughout the joint programme's implementation
- Knitting together the different components of, in many instances, were wide-scoped joint programmes
- Disseminating results throughout the project cycle
- Advocating and mobilizing communities and opinion leaders around key social challenges
- Promoting dialogue about the international and local development agendas in the context of the Agenda 2030 and the SDGs

Communication strategies should prioritize ensuring national ownership and indicators and communication outcomes agreed accordingly and their progress measured during the joint programme's implementation. Joint programme teams are encouraged to use a broad perspective in considering their communications and advocacy strategy, including the several concepts and tools outlined in the table below. One of the most significant indications that a development programme has been successful in creating national ownership and sustainability its contribution

to new government legislation, strategies as well as local and national plans. Effective advocacy strategies should be conducive for this to happen.

Communications and Advocacy Strategies in Joint Programmes

Among other objectives, the use of communication in joint programmes can contribute to:

- Creating communication channels among the programme's stakeholders (participating UN Agencies, national counterparts, beneficiaries, civil society, local communities, etc.), thus reinforcing the programme's shared responsibility and mutual accountability.
- Advancing social and public advocacy towards the achievement of development goals and promoting awareness on sustainable development. For example, the joint programme can be used as a platform for debate and social mobilization on the Agenda 2030 and the SDGs at the country level.
- Generating social changes that advance the programme's objectives through "Communication for Development" activities. The brochure "Communication for Development: Strengthening the effectiveness of the United Nations" includes some examples and general principles on communication for development which can serve as a reference.
- Raising the public and political profile of certain social, economic or environmental issues that might be relevant in the context of the particular programme.
- Communicating results and lessons learned that could prompt scaling-up and sustainability of development initiatives born out of the programme

One UN vision and the use of a multi-sectoral approach

Both UN and Government partners who participated in the joint programmes indicated that when a multi-sectoral approach was properly included in the joint programme's design, it not only contributed to improving coordination and effectiveness of the UN System, but also to intersectoral dialogue and coordination among national institutions. However, some fundamental criteria must be applied for the approach to be effective: 1) results-based management principles must be included in planning; 2) the most vulnerable regions and populations must be targeted;

and 3) strong leadership and sound coordination arrangements must exist; and 4) provisions must be made for joint communications.

1. **Using a results-based approach to planning** – technical review processes need to focus on proposals which show a truly integrated approach and an effective strategy to implement and deliver results. Avoid proposals for joint programmes which comprise parallel projects under the umbrella of a common funding and management structure. This capacity to later find and deliver synergies is limited and the added value, relevance and effectiveness of the joint programme modality reduced as a result.

Applying a results-based approach to developing the joint programme's Theory of Change should be the first step of the design phase, and should precede the identification of partners, resources and activities required. It should determine the common objective and vision, and the multi-sectoral strategy needed. The Theory of Change should be based on a careful analysis of a specific problem, and should lead to a tailored action plan, specifically developed to tackle it. The roles and budgets of the implementing partners, in-country implementation capacities should be adequately assessed in relation to sectoral mandates and areas of expertise. It is also important to consider the potential operational issues and bottlenecks that can result from the use of different implementation modalities; enough consideration should be given to the fact that different UN Agencies are able to move from planning to implementation at different rates.

2. **Regional and population focus** - concentrating efforts on common target groups and regions has been found to be more effective in the implementation of a multi-sectoral approach. Appropriate targeting facilitates a common platform for synergies, better coordination, smoother planning and evaluation of results. It also fostered more efficiency and cost effectiveness of multi-sectoral interventions by focusing resources on groups or individuals at the highest risk. Conversely, geographic dispersion, division and siloed efforts among different groups can impact on delivery and efficiency. The **availability of baseline data** is essential in the design of relevant targeted interventions; it is a key for

a good targeting exercise and will also provide the necessary foundations for monitoring and evaluating progress.

3. **Joint Programme leadership** - strong leadership, decision-making capacity and convening power of the National Steering and Programme Management Committees is important to ensure coherence and cohesiveness within the joint programme. It is important to use inclusive leadership models that balance involvement, transparency and functionality and clarify institutional roles. Fostering trust between partners also builds an important base for coordination.
4. **The Resident Coordinator (RC) has a critical role in joint programmes, in ensuring an effective functioning of the governance structure** and in promoting Delivering-as-One at the country level. The RC was therefore instrumental in providing leadership and oversight to joint programme implementation. The RC facilitated and took leadership in the coordination and integration of UN Agencies and very often promoted the Delivering -as-One process and the refinement of the UN reform.
5. **Managerial and coordination arrangements** - the effectiveness of implementing a multi-sectoral approach is improved if it relies on an empowered Programme Management Unit that reports directly to the Programme Management and National Steering Committees. This unit should have the ability to identify implementation problems, duplication of activities and possible synergies, and to produce data for the governance bodies to make informed decisions. There are two levels of coordination that need to be considered: horizontal coordination between sectors, and vertical coordination between the national and local levels. Local level committees took many different forms, but they all included local authorities, local leaders, civil society (including NGOs, the private sector and community-based organizations), UN Agencies and local representatives of targeted populations
6. **Joint communications** - part of the One UN approach is articulating and coordinating communication efforts in such a way that all partners align their messages and

communication activities. Many joint programmes encountered communication obstacles such as a weak communications and advocacy culture, a low profile of the programme and resistance to the use of the logo. Reaching agreement on these tools at the design stage might avoid or minimize such challenges.

UN communication teams should play an important role, but, when possible, communication specialists from national counterparts should also participate in the process of designing the communication strategy. Preparing an effective communication strategy requires time and resources, and for that reason should be included as part of the inception phase that all approved joint programmes go through.

Having a clear and agreed communications and advocacy strategy should increase the impact and outreach of communication activities during the programme's execution. It is important to remember that communications and advocacy should be an integral part of the programme, as it is a valuable tool in advancing the joint programme's goals and objectives. Producing and sharing quality content from the inception of the implementation phase is especially key.

Not only should joint programmes begin generating and accumulating quality communication materials early on, they should also create a centralized method to store these materials -- with proper captioning, including identification of partners -- so as to facilitate the dissemination and use of communication materials both within the programme area and by the SDG-F Secretariat.

One important communication consideration is the **selection of a title for the joint programme**. Titles which are overly technical, difficult to communicate or complicated to remember should be avoided. Cumbersome titles can make it difficult to promote the programmes to stakeholders, the public, the media and other audiences. Most importantly, excessive UN jargon may have prevented some joint programmes' titles from resonating in partners' and participants' minds. An inspiring, short, concise and meaningful title can help partners to align communication efforts, strengthen branding and improve name recognition.

The creation of a joint programme communications team, which gathers at least quarterly, can ensure that the communication strategy is smoothly and effectively applied. It should be composed of the communication specialist leading the joint programme's communication strategy, participating UN Agency communication focal points and also, ideally, focal points from national counterparts. While convening such a broad team may present some logistical challenges, it should in the long term ensure that communication tasks are shared and communication materials are owned and shared among partners.

Giving adequate recognition to each and every agency for their contribution to results proved to be a very sensitive topic that was difficult to manage from a communication perspective. All SDG Fund joint programmes had on average three participating UN Agencies with a maximum of four partners (compared to an average of six agencies under MDG Fund) and an even greater number of national counterparts, in addition to the Secretariat and the donor countries. While ensuring not to exclude all key partners, an excessive number programme partners unnecessarily complicates coordination. Reducing the number of partners helps ensure a focused scope and avoid scope creep.

Securing proper credit for all partners is especially difficult when journalists cover stories from multi-partner programmes. When crafting and preparing their communications, programme representatives must ensure that the UN, the SDG Fund, national counterparts and any other donors are properly mentioned and acknowledged, even if journalists ultimately omit some of this information. It is important that the multi-sectoral and multi-partner features of the joint programme should also be highlighted accordingly.

Mutual accountability in Joint Programmes

A strong and inclusive governance structure and decision-making system is needed to facilitate leadership, mutual accountability, ownership and participation of stakeholders. The monitoring and evaluation system needs to be geared to informing decision-making processes.

Information flow for decision-making - National Steering Committees and Programme Management Committees provide solid platforms for governments to take the lead in planning and implementation. However, their capacities for mutual accountability can be hindered if there is not equal access to information for all joint programme partners and a common understanding of its interpretation. The accountability lines of UN organizations that report directly to their headquarters can make it a challenge to share information, as can the co-existence of different technical and financial monitoring systems between UN partners and their counterparts. For this reason, it is crucial to establish rules about sharing technical and financial information at the start of the programme.

The information system should consider different levels of decision-making processes, provide a common understanding for outcomes and agree on a methodological approach to analyzing information and assessing progress. The first step in designing a system is identifying the levels of information it might contain, and the specific needs and particularities of each. Both the MDG Fund and SDG Fund experience suggests that at least four levels be considered: a) the political and strategic decision-making level (the Secretariat, National Steering Committee and Programme Management Committee); b) the operational and quality control level (coordination units, technical programme management committees, results interagency working groups, etc.); c) the implementation level (all stakeholders involved in executing activities); and d) the beneficiary level (communities that are both recipients and partners of programme implementation).

Monitoring and Evaluation of Results (M&E) - the M&E system is a critical part of the design process that will be instrumental in defining realistic strategies and effective action plans. The M&E framework is crucial for ensuring the availability of information for decision-making processes and accountability. Does the monitoring and evaluation strategy refer to consideration of a project's management arrangements - for example, is the implementation period realistic? is there a well-developed implementation plan with clearly-defined functions and responsibilities, and have necessary provisions been made. A well-defined Theory of Change is one of the clear connecting dots between the design phase and the evaluation phase, since it is instrumental in defining the evaluation approach to measuring progress towards results.

The main challenges faced by the MDG and SDG Fund joint programmes regarding their capacity to evaluate progress toward common results were: a) poor design of monitoring and evaluation frameworks; b) weaknesses in results definitions; c) difficulties in determining attribution and contribution; and d) limitations in the assessment of programme sustainability, particularly from a political standpoint.

1. Several factors contributed to the **uneven quality of the monitoring and evaluation frameworks**. First, there were difficulties associated with coordinating a large number of programme partners and the diversity of understandings of the joint programmes' outcomes. Individual strategic and political interests, and differing technical and in-country capacities to monitor activities made it a challenge to agree on how to measure progress toward results. Furthermore, where joint programmes which are dispersed geographically in their areas of intervention and focused on isolated and remote regions, including those suffering from ongoing conflicts, it will be more challenging to apply sophisticated and rigorous approaches to monitoring and evaluation; in these cases, it was more effective to apply simplified systems, with low costs and high frequency of information, and where communities played an important role in collecting and analyzing information.
2. Second, the task of **establishing baselines and indicators** for the large diversity of individual programme components proved to be challenging; it was even more difficult to include each indicator under the umbrella of each result area, and to reflect the linkages between them. This resulted in common weaknesses of monitoring and evaluation frameworks such as the lack of baseline studies, overemphasis on activities rather than results, and a large number of indicators that were either duplicated, lacked correlation to intended results and outcomes or were difficult to measure. Moreover, monitoring and evaluation frameworks and monitoring reports often referred solely to individual activities and results, without providing the 'big picture' of overall programme achievements resulting from these activities.

3. Another weakness observed in many joint programmes' results frameworks was the application of a somewhat **narrow definition of programme results**. Often, results indicators were merely defined as direct products of the individual activities undertaken, failing to take into account the processes leading to these results. Such processes were not only important as means of achieving intended outcomes but also constituted significant results in and of themselves. Establishing a solid vision around the joint programme's Theory of Change (ToC) should be of great help for this task.
4. A key issue when identifying the outcomes and outputs indicators for joint programmes are the **competing strategic and political interests of the actors, which can make it difficult to agree on how to measure progress and can lead to the ramification of outcomes indicators into activities indicators**. The needs and priorities of different actors (UN Agencies, national counterparts, civil society, etc.) should be recognized in the design and implementation of an M&E system; agreement should similarly be reached on a common understanding of the outcome being pursued, as well as the way to measure and analyses it. Identifying who will be responsible for collecting the data and analyzing it in a joint programme can be challenging when several actors share and contribute to the same outcome. At the same time, this exercise can become a tool to better define the common and joint strategy to be implemented in the programme, and to establish a more realistic and feasible approach to its execution.
5. A further challenge to monitoring and evaluation was the **capacity to assess attribution and contribution of activities to results**. This was found to be particularly evident when joint programmes adopted marginal roles in supporting bigger processes of legislation and policy planning, for example. A results-based approach to the joint programme's design can be very useful to avoid the problems in attribution and contribution, since it helps to define activities and outcomes based on the capacity to evaluate them.
6. Monitoring and evaluation of the programmes' **prospects for sustainability** can be challenging. In general, financial and technical aspects were simpler to measure, but the

political and socio- cultural dimensions proved more difficult to gauge. These can change with time since they depend on temporary factors such as government priorities, government's longevity, government staff rotation and socio-cultural dynamics. A careful analysis of these issues when designing the joint programme's monitoring and evaluation framework is key, including all four dimensions of sustainability: technical, financial, political and socio- cultural.

Online monitoring platform

In order to tackle these issues, SDG Fund developed an online platform for monitoring and evaluation. The **online monitoring platform** streamlines proposal submission, reporting, monitoring and evaluation processes, ensuring that all programme related documents are submitted and archived in an online repository, available to all programme partners, including: country level focal points, the Secretariat and the Steering Committee. Using a simple operating system ensures accessibility, user friendliness and that the platform can be accessed even when connection is poor. All concept notes, project documents, annual work plans, monitoring, evaluation and final narrative reports were submitted in the online platform.

The experience of the MDG Fund and the SDG Fund has also served to highlight the important role that M&E can have in strengthening ownership by engaging national and local stakeholders in monitoring and evaluation processes, from their design to the collection of data and participation in evaluation processes. Measures should be implemented to ensure that national partners have ownership of M&E processes, and that its information is used for decision-making processes inside and outside the joint programme's scope.

Matching funds

Matching funds were an additional requirement introduced by the SDG Fund. Of the US\$ 70 million portfolio budget, approximately 58% of the resources were provided through matching funds. Joint Programmes benefited from matching funds from: Australia (through ITC),

Bangladesh, BoliviaCanada (through FAO), Colombia, Côte d'Ivoire, El Salvador, European Commission (through UN Agencies), Guatemala, Honduras, Italy (through UN Agencies), Netherlands (through FAO), Norway (matching funds and through UN Agencies), Paraguay, Perú, Portugal, Philippines, Sahara Group, Samoa, Sierra Leone, Sri Lanka, Sweden (through UN Agencies and TASAF), Tanzania, United Kingdom/DFID (through UN Agencies and TASAF), USA/USAID (through TASAF) and Viet Nam.

Matching funds were permitted to be sourced from existing projects, including: national budgets, UN funding or any other related stakeholder's budget, including with a cost-sharing or parallel fund modality. Funds did not have to be deposited with MPTF or in any other common account. Programmes were required to mobilize funds at a ratio of at least the same amount as the SDG Fund allocated grant.

The use of matching funds was positive in that it helped again ensure national ownership, donor alignment and sustainability of results. The SDG Fund supported interventions which:

- Used SDG Fund allocated funds as 'seed money' and other additional funding was mobilized leveraging the SDG Fund grant.
- Built on or upscaled ongoing interventions in-country, including MDG Fund joint programmes
- Served as pilots for the first joint programmes implemented in-country

Reporting of matching funds was a challenge for all joint programmes. From the experience of the SDG Fund's joint programmes, it would preferable for all funds be transferred, wherever possible, into the account of the Administrative Agent, in this case, the MPTF, to further improve transparency and ensure availability of funds for implementation.

Joint Programme Closure

Due to the number of partners and the complexity of the joint programmes, the long inception periods, no-cost extensions were needed in most instances. It would be recommended to allow

a longer period of implementation particularly bearing in mind the challenges of inter-agency coordination and the particular circumstances of LICs, SIDs, conflict-affected countries, etc. In the case of the SDG Fund programmes, a three-year time frame, including the inception period would avoid no-cost extensions and allow programmes to fully complete all their approved work plans and the final evaluations.

Sustainability of results

Sustainability remains a challenge for development and public interventions including joint programmes; the lack of financial resources for the continuation of activities was especially limiting in the MDG-F joint programmes. When working through the joint programme modality, a first challenge in analyzing sustainability is to generate a consensus on the concepts and criteria to be used to measure it.

One aspect that differentiates a **sustainability analysis** in a joint programme is the continuity of inter-institutional coordination and policy coordination mechanisms and the overall multi-sectoral vision supported by the joint programme. Often, joint programmes bring together sectoral institutions which are not accustomed to working together and whose natural tendency is to separate when the joint programme comes to an end. A joint programme will deliver if it consolidates the integrated model of work and the partner institutions continue working together after the end of the joint programme. A joint programme will be sustainable if it succeeds in providing long-term solutions to national and local needs that the benefiting stakeholders can maintain after the end of the programme.

The multi-dimensional attributes of sustainability imply that, in order to enhance project sustainability, a rigorous sustainability analysis is needed at the time of formulation of a project or a programme. This analysis must consider several levels -- meso (institutional), macro (national) and micro (community) -- and should include all social, economic and political factors that could influence the sustainability of results. Once the sustainability analysis is complete, a sustainability strategy should be developed to assist in incorporating the elements of sustainability

right at the design stage of a project (see the section on sustainability of results for more details on this aspect).

There are a whole variety of factors that can affect sustainability, and there are many tools that have been developed to track/evaluate sustainability. The following key elements can improve sustainability if adequately considered during the design phase:

- **Local participation and ownership:** actions must address and meet beneficiaries' needs and fit their values and culture. This can be achieved by involving multiple community partners in the planning processes.
- **Adapting technology to local and national resources:** when working at the local level, joint programmes must ensure local access to materials and technology through the value chain. Involving community members in selecting technology or equipment is key, as is training them to operate, maintain and repair such equipment on their own.
- **Ensuring financing:** national and local funding is crucial to provide long-term operation, maintenance, repair and project longevity.
- **Providing awareness-building and training:** communities must be strengthened and empowered to meet project objectives. Training, education and community outreach activities are key to ensuring this.
- **Encouraging long-term support from national partners:** programme partners must understand the importance of providing on-going technical support to communities after the end of the joint programme.
- **Adapting to a shifting policy environment:** consideration must be given to how to deal with a potentially shifting policy environment during the lifetime of a joint programme due to changes in government priorities, longevity, staff rotation or socio-cultural dynamics. Corrective measures that involve a high level of participation and a broad range of actors will help reduce the impact of such changes at the local and national levels. Involving civil society has also proved useful in maintaining momentum and continuing activities during and after a programme's closure.
- **Addressing issues of gender equality and socio-cultural factors:** while some joint programmes can appear gender neutral in their content, in practice they may have a very

differential impact on women and men, and thereby result in reinforcing existing inequalities. It is therefore important not to make general assumptions when designing programmes, for example that women will automatically benefit from the planned activities, or that the activities will benefit men and women equally. A dual focus is needed on gender mainstreaming and women's empowerment. A gender mainstreaming or gender gap analysis should be conducted and targets should be set for women beneficiaries. The SDG Fund contracted an expert to review programme proposals and provide feedback on gender mainstreaming and women's empowerment.

Addressing the following questions from the sustainability strategy perspective will help to identify some of the specific needs of women and men:

- Management and organizational framework: Leadership and capacities need to be ensured so that national and local partners have the ability to meet programme objectives and continue them in the future.
- Monitoring and evaluation systems: These will be key for developing clear and measurable programme objectives. Baseline data for evaluation capable of demonstrating significant change for at least three years.

In the case of very extensive and prolonged delays or substantive changes in programme context, where lengthy no-cost extensions are required, an updated **exit strategy** with clear mile stones is recommended to ensure the effective closure and continued sustainability of the results.

Knowledge Management and Sustainability

A knowledge management (KM) system is critical to the sharing of expertise and experience that improves the effectiveness of policy-making and development aid. By disseminating lessons learned and good practices, KM also plays an important role in promoting sustainability of results and scaling up successful experiences. The contribution is greatest when the knowledge management system is set up as a core feature of the initiative, is in place from the outset of joint programme development and is closely linked to the communications and advocacy strategy. The

online platform has been an important tool for knowledge management at the programme level, beyond its monitoring and evaluation functionality.

SDG Fund Joint Programmes' Contributions to Advance SDGs, Update 6 August 2018

The Sustainable Development Goals Fund (SDG Fund) is an international multi-donor and multi-agency development mechanism created in 2014 by the United Nations to support sustainable development activities through integrated and multidimensional joint programmes. The SDG Fund is supporting joint programmes in 22 countries with an approximately US\$ 70 million budget. National and international partners, including the private sector, provide approximately 58% of the resources through matching funds. Each joint programme contributes to the achievement of several SDGs.

SDG 1 End poverty in all its forms everywhere

- **5.4 million** direct and indirect beneficiaries reached through SDG Fund joint programmes in Arab States, Asia and the Pacific, Latin America and the Caribbean and Sub-Saharan Africa
- **US\$ 42 million+** mobilized in matching funds from 20 donors (national and international partners, including the private sector) promoting enhanced development cooperation (SDG 1.A)
- **9,792 people** in developing countries including Bangladesh, Ethiopia, Fiji, Honduras, Paraguay and Peru benefitted from access to finance. This included access to mainstream banking institutions, the formation of credit unions, access to seed funding to launch new enterprises, in addition to training on financial literacy, business management, bookkeeping and the importance of savings and investment (SDG 1.4).

SDG 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture

- **US\$ 22.3 million** programmed for interventions promoting food security and nutrition in Bolivia, Ecuador, El Salvador, Guatemala, Paraguay, Sri Lanka and Viet Nam
- **36,408** men, women and children benefited from improved food security and nutrition of food security and nutrition. Those targeted included pregnant and lactating women, children under five years old, indigenous men, women and children, promoting dietary diversification, micro-nutrient powder to prevent and reduce anaemia and water filters to reduce the incidence of water-borne diseases, providing guidance on exclusive breast feeding as well as infant and young child feeding and training on “1,000 days” principles.
- **18,039** small-scale farmers and their families benefitted from agricultural inputs and capacity development initiatives to improve their production techniques, yields, improve resilience to climate change (SDG 2.4). Joint Programmes targeted chocho, quinoa, rice and yuca production, but also aquaculture (carp and tilapia), guinea pig and poultry, established community fruit orchards and vegetable gardens, introduced organic production techniques, training and certification of seed producers in various countries including Bolivia, Colombia, Côte D'Ivoire, Ecuador, El Salvador, Fiji, Paraguay, Peru, Samoa, Sierra Leone, Viet Nam and Vanuatu.

- **1.13 million** children in 2,250 schools and pre-schools island-wide benefitting from school gardens in Sri Lanka

SDG 3 Ensure healthy lives and promote well-being for all at all ages

- **1,273** beneficiaries, in Tanzania, were targeted in family planning awareness sessions on the mainland and in Zanzibar, a further 1,040 youth aged 10-24 years also benefited from sessions on sexual and reproductive health (SDG 3.7).

SDG 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- **5,491** entrepreneurs and micro/small business owners were supported in starting and/or growing their own businesses in Côte D'Ivoire, Honduras and Mozambique (SDG 4.4).

SDG 5 Achieve gender equality and empower all women and girls

- **3,018,931** women and girls as direct and indirect beneficiaries of 22 SDG Fund joint programmes in 23 countries around the world. All programmes worked to mainstream gender and women's empowerment and all data collected on direct beneficiaries is disaggregated by gender.

SDG 6 Ensure availability and sustainable management of water and sanitation for all

- **US\$ 6.6 million** programmed for interventions promoting access to safe water and sanitation in Cuba and the Philippines
- **Tens of thousands of people** benefitted from access to safe drinking water (6.1) through the transfer of rainwater harvesting technology. This includes: seven cisterns in Bolivia for four communities Pojo and Pocona in Cochabamba and Villazón and Tupiza in Potosí; 79 reservoirs (household and community level) in Cauca, Colombia with a total installed capacity of 3 million liters, constructed with the support of the local people themselves for six communities in San Antonio and three communities affected by the forest fires in El Rosal (San Sebastian); 70% of families (9,174 households) and 100% of schools and health institutions Centro Urbano Abel Santamaria, Cuba; and as well as 500 families in Nueva Trinidad, Las Vueltas and Arcatao, El Salvador.
- **10,057** schools in Cuba, Guatemala, Philippines and Sri Lanka benefited from improved water and sanitation management (SDG 6.b), including data collection on water and sanitation availability at school level, improved sanitation facilities and awareness raising on good hygiene practices.

SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- **US\$ 39 million** programmed for interventions promoting inclusive economic growth in Bangladesh, Colombia, Ethiopia, Fiji, Honduras, Mozambique, Nigeria, occupied Palestinian territory, Peru, Samoa, Sierra Leone, Tanzania and Vanuatu

SDG 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

- **1.8 million** people in 72 Unions in Kurigram district in Bangladesh benefitted from 4,156 public asset maintenance schemes, including maintenance of earthen roads (3,102), repair of the shoulders and slopes of pucca and semi-pucca roads linking villages to key economic centres (SDG 9.1.1) and disaster risk reduction related schemes (778) including embankment repair, canal re-excavation, plinth raising of flood shelters and public places.

SDG 10 Reduce inequality within and among countries

- **7,241 indigenous men, women and children** in Bolivia, Colombia, Ecuador, Fiji, Guatemala, Honduras, and Paraguay benefitting from SDG Fund joint programme interventions, in food security and nutrition, water and sanitation, inclusive economic development, climate change adaptation

SDG 13 Take urgent action to combat climate change and its impacts

- **22 joint programmes** in 23 countries mainstreaming climate change resilience into local policy and planning, including: promoting integrated management of water resources, early warning systems, vulnerability and risk assessments, uptake of drought resistant crop varieties, deployment of climate smart technologies, and disaster risk reduction strategies

SDG 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- **12,326** people (7,480 adults et 4,846 children) benefited from free legal consultations on their economic, civic and access to justice; 4,466 people received legal documents related to their business activities etc. and 3,515 children received support in Côte D'Ivoire.
- **32,000** people in 54 communities were sensitized against child labour, through sensitization activities at the community level and also targeting producers to promote changes in norms and perceptions with regards to child labour in the cocoa industry and more than 295 children removed from plantation fields in Côte D'Ivoire.
- **49** community leaders trained as facilitators of peaceful conflict resolution using the "Huellas de Paz" methodology in Cauca, Colombia (SDG 16.7)

SDG 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development

- **Fourteen UN agencies** working with SDG Fund in joint programmes implemented around the world
- **240+ government, private sector, civil society partners** engaged as implementing partners in SDG Fund joint programmes
- **6,043 civil servants** participating in SDG Fund joint programmes, in developing countries around the world, contributing to policy and planning, receiving training, serving and Trainers in Training-of-Trainers modality, and/or facilitating coordination/ implementation programme activities on the ground

- **US\$ 190,000** per year allocated by Koidu Diamond Company under the first ever Community Development Agreement (CDA) in Kono since inception of mining in the district in 1930, availing the local community of 0.25% of total export earnings per year of the mining company for community development projects (SDG 17.17).

6. South-South Cooperation

South-South Cooperation is viewed as a key development instrument that can contribute to achieving the objectives of the **2030 Agenda** and the **SDGs**. The **SDG Fund** promotes **South-South Cooperation** as a vehicle to share and disseminate knowledge, and facilitate policy and technical exchange through integrated and multidimensional joint programmes implemented in 23 countries of the **Global South**. It provides unprecedented opportunities for developing countries to leverage their own experience, knowledge and resources in support of social and economic transformation.

The experience of the **SDG Fund** on **South-South Cooperation** was presented in 2017 and 2016 Reports of the **Secretary-General** on **State of South-South Cooperation** to assess the concrete measures taken by the **UN** development system to improve its support to **South-South** cooperation initiatives at the national, regional and global levels. Among many initiatives implemented by the **SDF** Fund to promote **South-South Cooperation**, the following activities were mentioned in these Reports:

- the **SDG Fund** collaborated in 2016 with the **United Nations Institute for Training and Research (UNITAR)** in developing **E-learning Course: Business & the 2030 Agenda: Working Together Towards a Sustainable Future**. This is an online tool for business and Governments that supports capacity-building to strengthen public-private sector partnerships among business leaders from the **Global South** in attaining the **Sustainable Development Goals** by 2030.
- the **SDG Fund** developed and launched an online library of good practices and lessons learned regarding the **Millennium Development Goals (MDGs)** and the **Sustainable Development Goals (SDGs)**, including those pertaining to **South - South** cooperation. The library links to publications from key **UN Agencies**, development banks, and academic institutions and hosts the vast knowledge resources gathered during the implementation of the **MDGs** through the 130 joint programmes managed by the **MDG Achievement Fund** that preceded the **SDG Fund**.
- the **SDG Fund**' experience was mentioned as a good example to promote **South-South** cooperation to strengthen regional integration in the small island

development states (SIDS). Three SDG Fund's joint programmes "Engaging Youth in Organic Farming" in Samoa, Fiji and Vanuatu aimed to provide employment opportunities for youth with the aim to provide a farm to table value chain approach and secure livelihoods. Three participating countries share knowledge and experience with each other and other SIDS in the Pacific region to exchange best practices, promoting employment opportunities for youth within organic agriculture value chains. Findings from monitoring missions confirmed that South-South cooperation between participating countries facilitates learning and strengthens technical expertise, improving the likelihood of achieving outcomes.

Inclusion of South-South technical cooperation through technical assistance was an important part of the SDG Fund's joint programmes. The SDG Fund has contributed to capacity-building initiatives with the aim to support South-South knowledge exchange mechanisms through its joint programmes. The SDG Fund actively participated in research activities to promote the analysis of lessons learned and best practices to advance the SDGs. The SDG Fund has launched the series of 30 promising practices on achieving SDGs aimed to disseminate knowledge on sustainable development, including those pertaining to South - South cooperation. Some examples of South-South cooperation activities from joint programmes include:

- In Ethiopia the SDG Fund implemented the joint programme on rural women's economic empowerment to accelerate economic empowerment of rural women in 2 regions, Afar and Oromia. The programme used the South-South approach to achieve its goals by promoting contribution to the implementation of the global Rural Women's Economic Empowerment (RWEE) joint programme which was launched in 2012 together with the Rome-based agencies: FAO, IFAD, WFP and UN Women over the five-year time frame to promote the economic empowerment of rural women in seven countries: Ethiopia, Guatemala, Kyrgyzstan, Liberia, Nepal, Niger and Rwanda. The RWEE joint programmes promote learning, sharing of methodologies, good practices, and scaling up interventions across the different targeted countries.
- In Tanzania, the SDG Fund supported the national government to build and scale-up a pro-poor and child-sensitive national social protection system, where the programme was promoting South-South Cooperation to build the capacities of the Minister of Finance with countries that have implemented similar schemes.
- In Mozambique, the SDG Fund's programme was promoting through UNIDO and National Partners a technology exchange with South African National Cleaner Production Center. This government facility promoted resource efficient and cleaner production methodologies to assist industry to lower costs through reduced energy, water and materials usage, and waste management.

- In Paraguay the **SDG Fund** supported the creation of a national observatory on the **Right to Food** in order to improve food security, nutrition policy-making and implementation. The initiative was promoting the exchange of experiences with countries that have already established similar mechanisms.

The **SDG Fund** also involved businesses from the **Global South** in partnerships for advancing the **SDGs**. For instance, through peer-to-peer exchange initiatives, the **SDG Fund** supported workshops in **Latin America (Colombia)** and **Africa (Nigeria)** among business leaders and **SMEs** to exchange knowledge and experiences on how businesses of different size and different regions could contribute to the **SDGs** implementation. The **SDG Fund** collaborated with the **UN Global Compact** local networks and participated in the meeting of the **Latin American and Caribbean Local Networks (Mexico)** to exchange best practices and key learnings to advance the **SDGs** in the region.

To better align public-private partnerships for sustainable development, the **SDG Fund** has established in 2015 a **Private Sector Advisory Group (PSAG)**, formed by business leaders of major companies from various industries worldwide, including from the **Global South**. These leaders were helping the **SDG Fund** to build a roadmap for how public-private alliances can provide large-scale solutions for achieving the **SDGs**. The **Advisory Group** was committed to identifying areas of common interest and deciphering the best methods of **UN-Private Sector** engagement, as well as offering suggestions for how to work more effectively with one another at the country level. Many of the business leaders from the **Global South** provided the **SDG Fund** with valuable insights on how they can be agents of change in global initiatives. Some important outcomes of include:

- The **SDG Fund** facilitated the exchange of experiences between two companies (**Sahara Group** from **Nigeria** and **Grupo Nutresa** from **Colombia**) on business commitment and reporting on the **SDGs** by providing the platform for dialogue. Two companies learned from each other and started to report its business activities on **SDGs**, using the same methodology.
- In 2017 **Nigeria** with the support from the **SDG Fund** established a local **Nigerian Private Sector Advisory Group** that includes 13 key local partners who shared a commitment in achieving the **SDGs** and an interest in corporate social responsibility. **Nigerian Private Sector Advisory Group** mirrored the **SDG Fund'** **Private Sector Advisory Group** aimed to achieve effective public-partnerships for the **SDGs**. By design, the group will work to share ideas across industry sectors and regions with the aim to ultimately create a connective platform for more impactful and local-driven models and solutions to achieve the **SDGs**.

7. Partnerships

Partnerships were a key component of the SDG Fund in order to fulfill its mandate, both through global initiatives related to advocacy and by engaging partners in joint programmes on the ground. The SDG Fund recognizes the immense potential and added value that partnering with traditional and non-traditional development actors can have on delivering sustainable development on the ground. The SDG Fund bridges the efforts of different development partners such as UN agencies, businesses, civil society, and academia. Partnerships in this section of the report have been organized in four categories:

1. **Partnerships with the private sector.** The SDG Fund recognized the immense potential and added value that partnering with responsible companies can have in delivering sustainable development on the ground.
2. **Global partnerships with the UN system.** The SDG Fund collaborated with UN Agencies, funds, programmes and other entities in the system through global partnerships to advance the 2030 Agenda for Sustainable Development.
3. **Partnerships with Academia.** Academia was also a priority for the advocacy work in the SDG Fund in order to make better use of academic expertise and mobilize researchers and university students in the achievement of the SDGs.
4. **Partnerships with Creative Industries.** For the SDG Fund, working with world renowned artists, chefs, musicians and architects led the way to finding new approaches to move the SDGs forward.

I. The Private Sector

The 2030 Agenda cannot be achieved without meaningful engagement by business¹, where the private sector has a critical role to play as the driver of innovation and technological development and as the key engine for economic growth and employment. The concept of universality² under the 2030 Agenda provides the opportunity to involve the private sector in a new innovative way to collaborate towards the achievement of the SDGs. The United Nations has been endeavoring to effectively engage business to collaborate together. The ratification of the SDGs by all the countries in the United Nations addressed the sustainability concern of the private sector by creating a platform for businesses to positively impact their communities and environment in an extremely sustainable manner. The starting point for the private sector was the fact that they

¹ UN General Assembly Resolution 70/1. UN Doc. A/RES/70/1. (2015). Transforming our world: the 2030 Agenda for Sustainable Development.

² Universality is a defining feature of the 2030 Agenda for Sustainable. It recognizes that the achievement of sustainable development is a shared responsibility among all countries and all actors.

were considered as actors and not donors in the new 2030 agenda. In addition, the goals presented clear business opportunities for the companies that understand that sustainable change can be met through innovative products and services.

The SDG Fund proposed a modality where private sector is a partner and not only a donor. The SDG Fund firmly believes that each company, regardless their sizes, geographical location, or sectors, can making critical contributions towards shared economic, social, and environmental progress. This is being achieved through core business operations and value chains, social investments, and advocacy efforts.

Though some of the goals are specific to certain industries, others can be supported by every company regardless of its industry. Issues such as gender equality and reduced inequality are critical to every business and companies were quick to realize that a more diversified work force creates new markets and fosters innovation. With the realization that a sustainable business community ultimately depends upon a sustainable society, business around the world actively looked to understand the SDGs and were quick to adopt them. As a leader in the implementation of the SDG's, the SDG Fund carried out workshops with private sector organizations in different continents of the world to promote the awareness and understanding of the SDGs.

Feedback from these sessions revealed that the private sector welcomed the idea of making profits while also generating measurable beneficial social or environmental impacts through the adoption of the SDGs. For several years, businesses have carried out philanthropic/Corporate Social Responsibility activities in their various areas of operation without much support from governments. Most of these activities were not carried out for financial gains and had become an integral part of these businesses. As these activities continued to grow in scale, businesses started to look for more sustainable ways to carry them out. Based on this, the private sector has become a major player working with the SDGs to make businesses investments that are good for the society and for their businesses.

Under this context, the SDG Fund addressed the challenge of how businesses can become more involved in joint development initiatives with governments, civil society, and UN Agencies. This a process can be viewed as side challenge, the bigger issue and thus purpose, is the broad reaching scope and complexity of the SDGs, that no one should be left behind, that different partners have different comparative advantages and that coordination and concerted efforts are needed to achieve them. More specifically, the SDG Fund acted as a key convener in collaborating with the private sector and a bridge between the private sector, the public sector and the UN system. These joint programmes offer a scalable, innovative model of public – private partnership that could be replicated in other countries and regions, adapting to the local context.

The SDG Fund provided businesses with a one-stop shop to engage with the United Nations, and served as a UN platform that allowed partners to work with several specialized UN Agencies simultaneously, aiming to facilitate global projects while leveraging UN Agencies' complementary expertise, knowledge and networks. In a multi-agency mechanism, all SDG Fund programmes

could leverage additional funding from different partners to increase impact. This increased sustainability, impact, national ownership and the potential to scale up. And it worked with local and national partners that allow business actor to actively participate and engage in the design, selection and monitoring of the programmes.

What the UN can provide for businesses

1. **Provision of technical expertise:** leveraging the UN's deep understanding and proven experience of development challenges in the local context to address issues businesses encounter along their value chains in developing countries.
2. **Access to extensive network:** By engaging the UN, Business can take advantage of our vast network of stakeholders (local and national governments, NGOs, other public and private sector actors) to strengthen sectoral policies and thereby facilitate the ease of doing business particularly in developing countries.
3. **Pooled funding:** Combining financial resources from the UN, the private sector and other partners will maximize investments and achieve greater impact.
4. **Knowledge-Sharing:** Public-private dialogues provide businesses with guidance on how to conduct their operations in a sustainable manner using the SDGs as a framework.

Why Businesses should partner with the UN:

Improved stakeholder relations: Support government and private sector relations by promoting robust legal frameworks that ensure an enabling environment for businesses to thrive.



Accountability: Address the increasing demands of consumers and investors towards providing sustainable practices and solutions



Greater brand value and equity: Facilitate the implementation of sustainable practices which have a potential to create new markets and opportunities in which businesses can reap positive rewards. This will ultimately have positive impact on the bottom line.



Increased global reputation: develop partnerships that are capable of building investor confidence and attract responsible investments

Since 2015, the SDG Fund has worked with the private sector to adopt the SDGs thereby managing risks, adding value and enhancing opportunities for the businesses and their stakeholders.

Experiences of the SDG Fund working with the private sector demonstrate how the UN system, public sector actors and businesses could effectively work together to implement the SDGs. It also demonstrates how the private sector could play a critical role in accelerating the achievement of the SDGs by promoting public-private partnerships, social investments and aligning the 2030 Agenda with corporate social responsibility. Through positive development results on improved infrastructure, greater gender equality and stable social conditions, economic growth can be generated to lead to the creation of new markets, boost innovations and minimize risks.

Private Sector Advisory Group (PSAG)

The SDG Fund has been championing 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. By establishing in 2015 a Private Sector Advisory Group (PSAG), formed by business leaders of different industries and from all regions of the world, the SDG Fund built a roadmap to show how public-private alliances can provide large-scale solutions for achieving the SDGs. The PSAG provided the SDG Fund valuable knowledge and assets to jointly work towards the achievement of the SDGs and engaged in a multi-dimensional way - by offering industry-specific training for SDG Fund joint programmes, engaging in dialogues with public and private stakeholders to provide alternative viewpoints and engagement opportunities, actively participating in research and knowledge sharing, providing financial, human and/or natural resources as well as infrastructure support and a lot more. As a result, the SDG Fund accumulated solid experience and understanding on how the private sector works and how it can be involved in public-private partnerships. Under the SDG Fund, the PSAG has presented a powerful platform for business leaders to leverage comparative advantages, ensure change across the global private sector, exchange lessons learned, and resource development activities. As such, its member companies are afforded an unparalleled opportunity to contribute to extraordinary social impacts, elevate their discreet and collective brands, and cultivate partnerships of tremendous transformative capacity.

Since joining the PSAG and attending the private sector workshops, a most members have started to integrate the SDG framework into their corporate reporting. Most notable, Nutresa has done

a complete mapping of their sustainability strategies using the SDGs as a guide. Sahara Group has reevaluated some of their ESG policies to ensure that they are meeting the SDG targets. In their 2016 sustainability report, BBVAMF measured their impact using the SDGs.

Nigeria PSAG

Sahara Group, a Nigerian conglomerate, is a member of this elite cadre. The company leveraged its membership to establish a PSAG in Nigeria to provide the Office of the Senior Special Adviser to the President (OSSAP) on SDGs and the PSAG Global with guidance and strategic support to achieve in-country development results in coordination with the private sector. Since its establishment, the Nigerian PSAG has continued to serve as a dialogue launchpad between the private sector and the President of the country through the OSSAP to identify areas of collaboration both at conceptual and programme level. The objectives of the Nigerian PSAG include but are not limited to:

- Mobilising Private Sector and other stakeholder ownership and adoption of the SDGs
- Building capacity and core competency within the private sector for effective SDG intervention
- Coordinating disciplined action on SDGs within the private sector; operate results-oriented management
- Creating a system for tracking, reporting, feedback, learning and continual improvement around SDG Interventions.

PSAG Reports

Following the creation of the PSAG, it was agreed upon that one of the PSAG's main contribution would be to prepare an annual report about the role of the private sector in development focusing on specific issues. The first report, entitled, *Business and the United Nations: Working together towards the Sustainable Development Goals: A Framework for Action*, was released in 2015 in conjunction with Harvard's Kennedy School and Business Fights Poverty, and outlines the business and development case for increased UN business engagement as well as recommendations on the ways that the UN can work more effectively on this shared imperative.

This report offers fresh perspectives on a variety of topics including improving the climate for partnership design, co-creation, combining complementary skills, and developing solutions to harness the full potential of what business can bring to the development table. This publication focuses on insight and best practices culled from interviews with business leaders which are designed to help both the private sector, the UN, and other practitioners learn from each other.

Following the positive reception of the first report, the PSAG published the second report, *Universality and the SDGs: A Business Perspective* in 2016. This report, written in collaboration with Global Compact, highlights varied perspectives from both large and small companies working to understand the commonality of the new development agenda. This report is based on interviews and input from private sector leaders through workshops in Africa, Latin America, Europe and the United States, with more than 100 firms representing various regions and industry sectors. Each workshop was moderated by a Global Compact representative and a questionnaire was developed to facilitate the discussions. The year-long series of workshops and interactive discussions provided valuable insight in to how companies were working to address the new set of goals. It also suggests many firms are working in the areas of SDGs, yet their work is not always linked to the goals or articulated as such.

The report and workshop relied on the Global Compact's SDG Compass. The Compass guides companies on how they can align their strategies as well as measure and manage their contribution to the realization of the SDGs. The SDG Compass presents five steps that assist companies in maximizing their contribution to the SDGs: understanding the SDGs, defining priorities, goal setting, integrating sustainability and reporting.³

In 2017, The SDG Fund, in collaboration with, Pennsylvania University Law School and with the legal specialized support from the law firm McDermott Will & Emery examined how Sustainable Development Goal 16 (peace, justice and strong institutions) is relevant to the private sector and offers perspectives on the link between peace and the development agenda. The report, *Business and SDG 16: Contributing to peaceful, just and inclusive societies*, serves as a practical guide for sharing best practices on how the private sector can incorporate SDG 16 - which focuses on building peaceful, just and inclusive societies - into business planning. It shows how an effective legal framework can help the private sector build trust with the public and civil society, and details the role of business in creating conditions that would improve areas such as corporate social responsibility, governance, transparency and accountability. Companies from the PSAG are also working to prevent corruption by instituting a zero-tolerance policy and implementing a reporting system for potential compliance violations. For example, a number of leading companies in Colombia are collaborating to integrate thousands of small farmers in high-conflict areas into their supply chain in order to help create jobs as well as support reconciliation efforts.

Furthermore, McDermott Will & Emery LLP supported the University of Pennsylvania Law School by conducting research in six countries on their efforts to advance the rule of law and suppress corruption (Cambodia, India, Lebanon, the United Kingdom, Uzbekistan and Zimbabwe). Practices and trends in these countries were evaluated, including legislative and regulatory changes.

³ www.unglobalcompact.org

At a glance: PSAG Reports by the numbers

- All three reports were launched at the United Nations Headquarters (November 2015, 2016, and 2017) to an audience of over **800 participants** combined.
- Additionally, the 2016 report was presented in December 2016 at Telefonica Foundation Headquarters to an **audience of around 200**.
- The 2017 report was presented in December 2017 in Madrid to an **audience of around 40**.
- Up-to-date, The SDG Fund has disseminated more than **900 copies** to UN Member States, UN agencies, private sector and academia.
- SDG Fund website analytics show that both Report websites have received over **20,000 clicks** from users around the world.

Apart from disseminating these reports among various stakeholders such as the UN, private sector, NGOs and academia, the SDG Fund was invited to many events to discuss the contents of these reports. The SDG Fund participated in Global Compact, The Economist, Oekom Summit, and Concordia Summit events around the world, just to name a few examples. The PSAG model and the expertise captured in each report elevated the visibility of the SDG Fund. As mentioned, for many in the United Nations, working with the Private Sector as a key implementing partner is a novel approach, therefore, many entities within the UN system sought out the experience of the SDG Fund to enhance and develop their private sector strategies. The reports served as guiding tools and reference points for many as well. The reports offer the voice of the private sector. Moreover, companies themselves also rely on the reports as tools to frame their sustainability strategies and to understand how they can collaborate with the United Nations.

Other forms of Engagement

Moreover, apart from the ongoing partnership with the PSAG, the SDG Fund had a unique position to collaborate with the private sector, where each private sector actor is encouraged to identify together with the Fund the partnership modality that goes best with its company's core business, values and interests. While being flexible and open for various partnership modalities, private sector actors collaborated with the SDG Fund through three main ways: a) joining force with the SDG Fund on-the-ground for joint programmes; b) supporting of ongoing private sector

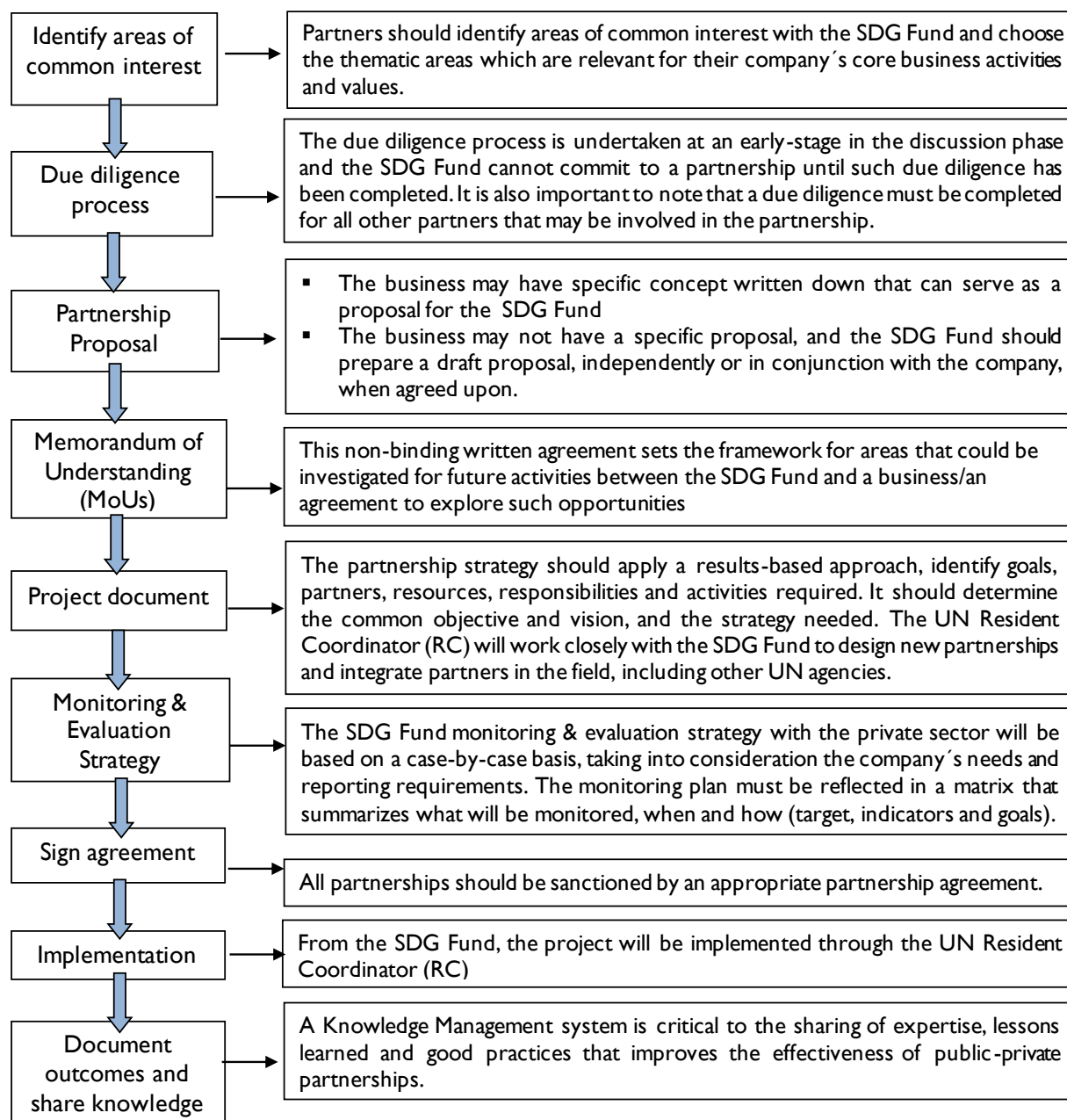
initiatives, such as the PSAG, sustainability campaign or initiatives on creative industries⁴; c) pilot initiatives and independent partnerships under the co-design, co-create and co-invest modality, where this new modality was strongly encouraged and focused in current and future work of the SDG Fund.

The co-design, co-create, and co-implement modality originated from the main conclusions of the Business and UN report prepared with the PSAG in 2015. The premise is that companies are eager and prepared to work alongside the United Nations and Governments to co-design, co-create and co-implement programmes. Typically, in the past, the private sector has been a donor but today, more companies want to co-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 of engagement to ensure that they were included from the outset in the design of the programme (see Framework below). This proved quite challenging for both the UN agencies and the Private sector that aren't typically used to working together. What was most arduous was understanding each other's languages, agreement documents, and timeline considerations. For the most part, companies tend to launch programmes faster than the UN but with smaller budgets. Additionally, each agency has their own policies so reconciling those with that of private sectors can be extremely challenging.

The modalities for partnerships included working with the private sector to jointly support the development of integrated value chains in market sectors that offer the prospects of sustainable growth and transition to better remunerated forms of employment. In some cases, these alliances could be commercially viable from the outset, in others they require various forms of seed or venture financing, or hybrid approaches that include ongoing public, donor or philanthropic support. The SDG Fund used different types of resource-mobilization support and utilizes a range of resources from the private sector including cash as well as core competencies. This meant contributing with different types of non-commercial financial support, from traditional philanthropy to social venture funds and hybrid or "blended-value" financing mechanisms, corporate volunteers, pro-bono goods and services, technical expertise and support and other in-kind contributions. Finally, advocacy, institutional framework and policy dialogue is essential part of working the private sector. The SDG Fund promoted a multi-stakeholder dialogue on issues related to the purposes and activities of the UN.

Framework of Engagement with 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:



Co-Design and Co-Implementation Case Study: Food Africa

Food Africa Project is an innovative public-private partnership between Sahara Group, the United Nations' Sustainable Development Goals Fund, United Nations System in Nigeria, the Roca Brothers and the Kaduna State Government, directed at improving food security and nutrition and alleviating poverty through strengthening of the agro-food value chains, improving agricultural productivity and yields, creation of food processing facilities and promotion of access to markets in Nigeria.

Following the creation of the PSAG in 2015 and the 'co-design and co-implement' methodology derived from the 2015 PSAG report, Sahara Group approached the SDG Fund with the idea of partnering to tackle the food security issues faced in Nigeria. Sahara Group, The SDG Fund, met with all the relevant UN agencies in the field and together began drafting the necessary documents to execute this programme. Each partner brought their expertise and funds to the table. Throughout the co-design process, the Roca Brothers as Goodwill Ambassadors and the Government of Kaduna were included in the programme.

The program will introduce more sustainable practices in the value chain, reduce crop waste, and improve smallholder farmers' profitability. Recognizing the link between the gaps in skills and structural unemployment in the region, the project will promote income generating opportunities and offer technical support to promote trade of local goods and services.

The program will feature an agro processing facility and serve as a Center of Excellence to increase farmers' income and efforts to reduce food loss. The center will provide training in the food industry on issues linked to food safety, business planning and product diversification. Designed as a hybrid public-private facility, the program will eventually be sustained and managed by the community's local farmers.

Sahara Group, a leading African energy conglomerate and member of the SDG Fund Private Sector Advisory Group and major co-financer of the project will bring its business perspective to the program to ensure the viability of the facility's operations.

It is expected that 5,000 women and men of Kaduna will be directly impacted with new job prospects, increased income and additional skills to compete in the thriving food industry. In addition, an estimated 500,000 residents will indirectly benefit from the *Food Africa Project* which is designed to be scaled-up in the region and eventually replicated in other parts of Sub-Saharan Africa.

Food Africa Partners and Roles:

The SDG Fund and Sahara Group are responsible for project design and will together provide the bulk of the co-financing, mobilize matching fund contributions and oversee the preparation and implementation of the work plan in agreement with all partners. They will identify best practice and seek to replicate lessons learnt in Sub-Saharan Africa and beyond.

UN Nations System in Nigeria – the RCO will play a role in the coordination of the specialized UN agencies, FAO, ILO and ITC will leverage their areas of expertise to provide technical assistance in implementing those activities agreed upon in the work plan, including the feasibility, baseline and market studies, training of farmers, cooperatives and farmer-based organizations, occupational and safety and health. They will assume responsibility for monitoring, including routine reporting on their respective activities. They would bring the latest know-how, including tools to track and effectively reduce post-harvest losses and full-cost accounting in line with international best practice.

The Roca Brothers – will together with project partners, mentor a select group of farmers in cultivation, processing and bringing to market, specialized horticultural products. They will play a key role in establishing the Centre of Excellence, through Training-of-Trainers modality to build the capacity of a team of local trainers. They will provide their technical expertise, including the sharing of best practices in resource efficiency, recycling and recovering of waste as secondary resources to help optimize the operations of the processing facilities. The Rocas' team will also contribute to the communications and advocacy campaign.

Kaduna State Government will provide as an in-kind contribution to the project, the land upon which the facility will be constructed and other arable land within the identified Local Government Areas in addition to access to utilities and all-year round armed security for the facility. The state government will collaborate with other state-level stakeholders to improve local infrastructure and including rural roads to allow access to the facility and farmland and will share relevant policy information, databases, etc. at its disposal. They would also play a vital role in assisting in the identification of potential farmers that would take part in the out-grower's scheme.

Private Sector engagement in Colombia Joint Programme Case Study: Ferrovial

Ferrovial, a member of the Private Sector Advisory Group, joined forces with the SDG Fund on-the-ground to enrich the joint programme, Productive and food secure territories for a peaceful and resilient in Cauca, Colombia. Ferrovial, in partnership with Save the Children, provided reliable, affordable and sustainable access to water and sanitation services for the community as part of the efforts to reduce deforestation and the deterioration of water sources in the region. Their main activities included, Technical review of the community water source, taking measure to prevent and control overflow of the community water storage, installing water storage tanks in nearby schools, and protecting water sources from pollution. This is an example of how a private sector partner work alongside the SDG and the Colombia country team to provide technical support to enhance and ongoing joint programme.

Mitigating Reputational Risk

To ensure the success of any initiative or mechanism with the private sector, the SDG Fund always completed a rigorous due diligence process of each potential private sector partner following UNDP's Policy on due Diligence and Partnerships with the Private Sector. Part of this process 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 for key elements. Prior to the creation of the PSAG, the SDG Fund carried out a due diligence process for over 100 companies. Many of which didn't meet the criteria set forth by the policy.

While observing all “exclusionary criteria” and those specifically identified “high-risk sectors” in addition to the principle of non-exclusivity, the SDG Fund recognized the need for a “principles-based approach” to private sector engagement,⁵ with partnerships based on mutual accountability, a co-design and co-decision process which is inclusive of all other relevant partners (not just private sector) and fully reflects national priorities/ownership.⁶

When identifying partners, the SDG Fund assessed companies based on ESG policies, corporate governance, past controversies and took any allegations and violations extremely seriously but also weighed the potential benefits of the intended partnership. If company faced controversial allegations, it was also important to take into in consideration their response and responsibility to remedy the situation and strengthen their monitoring systems. The SDG Fund partnered with companies in high risk sectors where controversy was very common, however, all companies proved that they took each allegation very seriously and were committed to improving the operating environment and avoiding recurrences. The SDG Fund recognized the implications and the reputational risks involved however, The SDG Fund also saw a unique opportunity to make an impact in the industry with one of the sector's key leaders. The SDG Fund believed that these partnerships offered a tremendous opportunity to not only harness the expertise and technical support of the company, but also to advise and inspire companies to transform and expand their sustainability strategies and impact.

The SDG Fund developed a robust Crisis Communication Plan to monitor and address any risks that might be associated with a partnership. Part of the strategy included monthly monitoring of international and local media outlets and NGO watchdogs to see if there are any potential controversies.

⁵ GA Resolution A/RES/68/234

⁶ The above due diligence approval process is recognized as the first step to identify suitable potential partners, with development of programmatic interventions which respond to the development needs of the country/ countries in question, requiring specific additional approval by the steering committee.

The 2030 Agenda requires a greater involvement among governments, civil society, private sector and international organizations. It provides opportunities to work beyond silos and communities of practice and the involvement of the private sector is no longer optional. By building increased stability, improved economic prospects and better social and economic conditions in the community, the private sector also demonstrates its contribution for a peaceful and inclusive societies, which in turn provide businesses with more economic opportunities and growth. By engaging businesses through innovative public-private partnerships, the SDG Fund sought to promote new development model towards achieving the SDGs.

I. UN System Partnerships

UNITAR

In 2016, The SDG Fund and UNITAR partnered to ensure that the Fund's lessons learnt were taken up by researchers and incorporated in development education. The SDG Fund brought its strengths in terms of lessons learnt and best practices of engaging with the private sector and achieving the Sustainable Development Goals in the areas such as inclusive economic growth, education, food security, and access to justice. This was complemented by UNITAR's expertise in creating training programmes and empowering individuals, governments, and organizations through knowledge and learning to overcome contemporary global challenges. Also, both institutions count on global platforms for knowledge transfer. Both entities also operated within and through global knowledge platforms (virtual and face-to-face). A strategic partnership between the SDG Fund and UNITAR improved synergies and awareness for both beneficiaries and contributed to an overall increase in institutional capacity. Through this partnership, The SDG Fund and UNITAR worked on advocating for two key themes: business and UN and preventative diplomacy.

In relation to business and the UN, UNITAR hosted a conference on “Attaining the SDGs by 2030: Business and the UN, New Partnership Models.” This conference was attended by over 100 participants at the United Nations in New York on 8 September 2016. This activity was conceived as a Learning Conference within UNITAR's Core Diplomatic Training (CDT) curriculum. Its over-arching focus of the session was to raise awareness and knowledge of the role of non-state actors in the attainment of the SDGs and also to focus on issues such as sharing knowledge on responsible management as well as outlining models of cooperation and the components, which should be included in such partnerships. It also outlined the business and development case for increased engagement of the UN with business, as well as making recommendations on the way that the UN can work in this direction. For this purpose, UNITAR made use of the SDG-Fund Report “*Business and the United Nations: Working together towards the Sustainable Development Goals: a Framework for Action*”, written by Harvard Kennedy School and Business Fights Poverty, with the support of the SDG-Fund and its Private Sector Advisory Group. Among other speakers, Dr. David Nabarro and then GA President Peter Thomson intervened during the conference.

Following the conference, UNITAR developed an online course, “Business and the UN Development Agenda: Working Together Towards a sustainable future” This course is based on the SDG Fund Report “Business and the United Nations: Working together towards the Sustainable Development Goals: a Framework for Action”. It therefore added a sustaining and longer-term outlet from which to engage with constituents, leading to greater learning, exploring the possibilities for partnerships, and developing a Community of Practice – where government officials have a standing resource from which to engage further with the business sector. The course was launched in January 2017. The course is open to anyone interested, irrespective of their background and previous knowledge of the SDGs.

Marshalling expertise from the United Nations system, UNITAR and the SDG Fund partnered with the Diplomatic School of Spain to implement a conference in Madrid focused on applying expert knowledge in the areas of preventive diplomacy and mediation to the attainment of the Sustainable Development Goals (SDGs). The world renowned Diplomatic School has been studying the best practices of prevention and focusing on the formation of future diplomats using methodologies and strategies of preventative diplomacy.

In October 2017, UNITAR and the SDG Fund hosted a conference in New York as the first phase of the international seminar, and focused primarily on Goal 16: Peace, justice and strong institutions, the revitalization of the preventive diplomacy discourse within the United Nations system, spearheaded by the Office of the United Nations Secretary-General and current UN SG António Guterres, and the ways in which conflict prevention and multilateral negotiation can be integrated in the achievement of the 2030 Agenda for Sustainable Development, and its various crosscutting goals and targets. The briefing panel consisted of high-level officials from within and beyond the Secretariat, namely Under-Secretary-General and Senior Advisor on Policy H.E. Ms. Ana Maria Menendez, Assistant-Secretary-General of Rule of Law and Security (Department of Peacekeeping Operations) Mr. Alexandre Zouev, and Clinical Professors of Law, Columbia Law School Professors Alexandra Carter and Shawn Watts.

In this spirit, and drawing on the key discussion elements of the New York briefing UNITAR, the SDG Fund and the Diplomatic School of Spain organized, within the framework of their continued partnership, the Madrid Conference on “Strengthening Preventive Diplomacy and Multilateral Negotiation” in the areas of multistakeholder partnerships in preventive diplomacy and multilateral negotiation for the achievement of the SDGs. The seminar continued the discourse on concrete ways in which preventive diplomacy and multilateral negotiation can be utilized by diplomats, policy-makers, practitioners and researchers in individual and collective efforts in the context of the 2030 Agenda for Sustainable Development. The one-day seminar consisted of two regional panels, European (in English) and Spanish and Latin American (in Spanish). Both panels focused primarily on an applied approach of these concepts, such as in regional dispute settlement, and brought in leaders from diplomatic training institutes so that they may share their expertise and experiences, thus engaging both the diplomatic and academic spheres. This was executed through the presentation of key case studies, testimonies and success

stories to recognize where and how multilateral negotiation can play a critical role in diplomatic relations.

Among the participants were the President of the General Assembly, H.E. Mr. Miroslav Lajčák (video message), Ambassador Mr. Gil Casares, Director of the Diplomatic School and Mr. Noel V. Lateef, President and Chief Executive Officer of the Foreign Policy Association,

2. Academia

Chair on Development and Poverty Eradication

In order to advance the SDG Fund's engagement with universities in the achievement of the SDGs, the SDG Fund created an Academic Chair for "Development and Poverty Eradication" together with University Rey Juan Carlos, host institution of the "Universities for Poverty Alleviation", a network comprising universities from around the world.

For the SDG Fund it was very important to engage with universities with a triple objective. First, to ensure that the Fund's lessons learnt are taken up by researchers and incorporated into university curriculum on development; second, to bring the latest academic research into development practice; and third, to use university networks for SDGs advocacy purposes. Therefore, the SDG Fund Chair for "Development and Poverty Eradication" sought to innovate the training, research and action lines in the field of development cooperation and poverty alleviation through the dissemination of the experience and knowledge of the institutions involved. The Chair had a global outlook by tapping into other international organizations and university networks. It conducted a series of activities in order to provide training on development issues and disseminate lessons learnt and best practices of the Fund in its achievement of the SDGs. Most notably, the Chair worked on two main activities.

- **Publication of SDG related books:**

- I. **"International society and the Sustainable Development Goals"**: The publication of this work on the 17 Sustainable Development Goals (SDGs) came at a crucial time, as it is a more in-depth exploration of the new Agenda for Sustainable Development. The publication brought together specialists on every aspect of the SDGs from different regions (Europe, USA, Latin America, Asia and Africa) and backgrounds. The aim of each chapter was to deepen and reflect on the specific goal as well as the targets, to answer questions such as: where are we now, where do we want to be in 15 years and how we can get there. In order words, how can we implement the new Agenda? This aimed to serve as a theoretical and practical reflection for Member States, civil society as well as to International Organizations. The publication with Thomson Reuters was launched in 2017, in line with the first anniversary of the implementation of the new Agenda.

2. **“Sustainable Development Goals: Goal 16: Peace, Justice and Strong Institutions”:** This book investigates Goal 16, its objectives and targets, and at the same time, identifies the peculiarities of this Goal as a solution to achieve other SDGs. The findings of this book demonstrate that not only the access to justice and the rule of law are essential parts of democratic societies pursued by the international community and promoted by the United Nations, but also ending human rights abuses, such as violence, terrorism, discrimination or organized crime, is considered necessary for humanity to establish Goal 16 with aim to promote the peace and sustainable development. The book was published in 2018 by Thomson Reuters.
- **Workshops and academic exchanges.** As a part of this collaboration, the Chair, the University for Peace in Costa Rica and the SDG Fund organized a workshop on SDG 16 in July 2017. As a result, a publication with key findings and views will be published during 2017. A workshop on SDG implementation was also organized by the Chair in Yuste in 2018.

University of Navarra Law School

The [SDG Fund](#) and the University of Navarra School of Law, in collaboration with the General Council of Spanish Lawyers, partnered to do a deep analysis on universal access to justice. The goal of this partnership was to generate an intense exchange of ideas between key players to contribute to the recognition, protection and promotion of the right of access to justice at the national and international levels and, indirectly, to the strengthening of the rule of law. Access to Justice calls on all Member States to ensure efficient and equitable justice systems that protect each person and that there are adequate channels to handle breaches of law. Strengthening the rule of law requires both the passage of just laws that respect human rights of individuals, and the enforcement of those laws by justice institutions and the capability of effectively investigating, prosecuting and adjudicating upon alleged crimes.

A series of events were organized by the SDG Fund and the University of Navarra School of Law, in collaboration with the General Council of Spanish Lawyers to focus on target 16.3 of Goal 16 “promote the rule of law at the national and international levels and ensure equal access to justice for all”. The main objective of these meetings was to create a space for an in-depth debate concerning the current challenges facing the full enforcement of the right to access to justice, assuming that this is one of the basic tenets of the rule of law.

The first meeting was held in New York in July 2017, and it was dedicated to “Access to Justice from a Universal Perspective”, and it focused on how to implement access to justice at the international level. Alejandro Álvarez, Director of the Rule of Law Unit of the Executive Office

of the UN General Secretary and Rangita de Silva de Alwis, Associate Dean of International Affairs, University of Pennsylvania Law School, led the discussion.

The second meeting focused on “Access to Justice in the European Union” and counted on the participation of Mr. Stéphane Leyenberger, Head of Independence and Efficiency of Justice Division within the Directorate General Human Rights and Rule of Law, Council of Europe

The third meeting focused on Access to Justice in Latin America and Africa. Mr. Arkel Benítez, Secretary General of the Conference of Ministers of Justice of the Iberoamerican Conference, Mr. Justice Emmanuel Ugirashebuja, President of the East African Court of Justice, and Mr. Rafael Catalá Polo, Spanish Minister of Justice, brought their unique perspective and expertise to the debate.

On April 18, 2018, The University of Navarra and the SDG Fund concluded the partnership by presenting a final report incorporating all the discussions and conclusions from the three separated Access to Justice meetings (International, European, African and Latin American perspective).

University of Pennsylvania Law School

The SDG Fund and the University of Pennsylvania Law School (UPenn), started working on developing an Academic Network. As a leader of the SDG Fund Academic Network, UPenn worked pro bono with academic partners to advance the goals of the SDGs through curriculum reform, programming and research and act as a liaison to the SDG Fund. The SDG Fund appointed a global advisor from UPenn to assist on this endeavour. As mentioned in Private Sector Advisory Group section, UPenn was instrumental in the 2017 PSAG report (see page XX for more information).

Furthermore, in September 2018, in partnership with UPenn and various Silicon Valley organizations, the SDG Fund participated in a conference on inclusion, innovation and investment in development. The gathering discussed pressing topics such as, transforming the world through business and public leadership, venture capitalism for women entrepreneurs and inclusion in finance.

4. Partnerships with Creative Industries

Aware of the potential of creative industries to promote sustainable development, the SDG Fund is launching several partnerships and alliances with individuals and companies from creative industries (such as music, theatre, architecture, literature, gastronomy, cinema, sport, fashion, design...). AD Group is supporting this initiative on a pro-bono basis and their contribution is extremely helpful in opening up partnerships opportunities and advising on implementation opportunities.

The creative economy is not only one of the most rapidly growing sectors of the world economy, it is also a highly transformative one in terms of income generation, job creation and export

earnings. Between 2002 and 2011, developing-countries averaged 12.1 per cent annual growth in exports of creative goods. Global exports of such goods and picked up in 2011 - the latest year for which figures are available -- from \$536 billion in 2009 and \$559 billion in 2010. At the same time, creativity and culture also have a significant non-monetary value that contribute to inclusive social development, to dialogue and understanding between people. Culture is both a driver and an enabler of human and sustainable development. It empowers people to take ownership of their own development, and stimulates the innovation and creativity which can drive inclusive and sustainable growth. In this line, the SDG Fund, following decisions by the SC, has already launched partnerships with the culinary world and architecture and is working hard to expand this area and work with music, art, sports and other areas related to creative industries.

Aware of the potential of creative industries to promote sustainable development, the SDG Fund supports the engagement of the creative industries (such as music, theatre, architecture, literature, gastronomy, cinema, sport, fashion, design, etc.) to contribute to SDGs. In addition, the SDG Fund is collaborating with the AD Group on this initiative on a pro-bono basis, and their contribution is extremely helpful in exploring new partnerships opportunities and advising on implementation.

The creative economy is not only one of the most rapidly growing sectors of the world economy, it is also a highly transformative one in terms of income generation, job creation and export earnings. Between 2002 and 2011, developing-countries averaged 12.1 per cent annual growth in exports of creative goods. Global exports of such goods and picked up in 2011 - the latest year for which figures are available - from \$536 billion in 2009 and \$559 billion in 2010. At the same time, creativity and culture also have a significant non-monetary value that contribute to inclusive social development, to dialogue and understanding between people. Culture is both a driver and an enabler of human and sustainable development. It empowers people to take ownership of their own development, and stimulates the innovation and creativity which can drive inclusive and sustainable growth. In this line, the SDG Fund, following decisions by the Secretary-General, has already launched partnerships with the culinary world (Roca Brothers), architecture (Pritzker Prize Ceremony and Open Dialogue) and music industry (Berklee College).

Food and gastronomy: Goodwill Ambassadors Roca Brothers

Josep, Joan and Jordi Roca, chefs behind el Cellar can Roca (which received the award as the world's best restaurant in June 2015) were officially appointed as Goodwill Ambassadors on January 18 2016 to work closely with the SDG Fund. The Roca brothers are leading a conversation on how chefs can make a difference in reaching the Sustainable Development Goals. At the UN ECOSOC Chamber they gathered with key representatives of the food, nutrition, and development world to discuss how the food industry can contribute to achieve SDGs and make food accessible for everyone everywhere. In Thailand, Joan Roca, while visiting social and environmental projects, in a video interview with wide social media traction affirmed that chefs need to be aware of what we cook and why and how we cook. And in an Op-Ed published by El Pais they defended the poet Josep Plan's position: "We are what we eat". Watch: conversation.

The appointment allowed the SDG Fund to continue the conversations with the Roca Brothers to explore possibilities of collaboration in the field of food security, nutrition and inclusive economic growth. In this vein, the Roca Brothers have participated in several meetings with partners in the Food Africa joint programme in Nigeria. Their role will consist in training farmers in techniques to improve food preparation and reduce food waste. These farmers will then train other farmers in their communities. The Food Africa joint programme (please see more information in the partnership section of this report) will pilot a case study of backward and forward integration approach of food supply chain management. This model intends to reduce waste of crops, improve the farmer's bargaining power and introduce more sustainable practices in the supply management cycle. Its training facilities will contribute to creating new jobs and at the same time promote gender equality and job skills. This case study will be evaluated and it is expected to be used as part of a scale-up initiative.

Coinciding with the World Food Day, the Roca Brothers announced as part of their role as Goodwill Ambassadors, to work with the SDG Fund the launching of a sustainable cooking contest #Recipe4Change to take place throughout social media. Users were invited to reflect on the impact that cooking may have in achieving SDGs by creating their own recipes. Every month users had to address a different challenge. The first one, was on climate change with the premise "Climate action starts in the kitchen". As the Rocas indicated in a press release, "food should not be a threat to sustainability, but a source of more sustainable development". The campaign lasted till 2017 with several different challenges in the months that it ran. The hashtag #recipe4change has been used widely and together with the SDG Fund, the United Nations, UNDP, WFP and other UN Agencies working in food matters have been promoting and disseminating the campaign. Winners will have the opportunity to visit El Celler can Roca and cook their recipe with the brothers in their kitchen. Ebro Foods has committed to make a financial contribution to SDG Fund's food security and nutrition activities. More info at: <http://www.sdgfund.org/sustainablecooking>

Architecture: Pritzker Prize Ceremony and Open Dialogue.

Architecture can play an important role in creating cities that are more sustainable and liveable – a vital element of the United Nations 2030 Agenda. Every year, the Pritzker Prize, considered the "Nobel of Architecture", holds its award ceremony at a culturally significant venue. This year, and hosted by the Sustainable Development Goals Fund, the words of Alejandro Aravena of Chile, Pritzker Laureate 2016, resonated at the UN headquarters in New York last April 4. Alejandro Aravena, is known for his built work that gives economic opportunity to the less privileged, mitigates the effects of natural disasters, reduces energy consumption, and provides welcoming public space. Innovative and inspiring. He shows how architecture at its best can improve people's lives. The SDG Fund plans to continue partnering with Aravena and other leading architects in sustainable development to incorporate their work in the current and future work of the SDG Fund.

In a video message, UN Secretary-General Ban Ki-moon praised Alejandro Aravena's work for making cities safer and more inclusive.

In addition, seven of the most renowned architects in the world, all of them Pritzker Architecture Prize Laureates, gathered at the UN headquarters in New York to discuss the role of architecture in contemporary society. Richard Rogers, Glenn Murcutt, Christian de Portzamparc, Wang Shu, Renzo Piano, Jean Nouvel and this year's Pritzker Laureate Alejandro Aravena shared ideas on how people should be put at the center of every architecture and urban project. A few hours before, during a press conference organized by the SDG Fund, Aravena announced that he was making his housing designs available to the public for free.

Taking into account that the last decades have seen the increase of urbanization as reflected by the fact that by 2030 almost 60 per cent of the world's population will live in urban areas. Architecture can contribute through design to rethink the pressing challenges of cities. Extreme poverty is often concentrated in urban spaces, and national and city governments struggle to accommodate the rising population in these areas. Making cities safe and sustainable means ensuring access to safe and affordable housing, and upgrading slum settlements. It also involves investment in public transport, creating green public spaces, and improving urban planning and management in a way that is both participatory and inclusive. In all these architects have an important say.

Architects, and particularly Pritzker laureates can contribute to increase the quality of the debate on sustainable development and propose innovative solutions to social, economic and environmental challenges that permit advancing SDGs. For this reason, the SDG Fund is exploring the possibility of convening a group of Architecture Champions for Sustainable Development that will work with UN Agencies, UN country offices and other partners from the public and private sector to bring the architecture perspective into the work of the UN. This includes RCR, architecture studio, Pritzker Laureate 2017 (more information on the partnerships section of this report).

Music industry: Berklee College.

As part of this effort to engage new sectors and advocate for the SDGs, the SDG Fund also embarked on a collaboration with the premier music college, Berklee Valencia. As part of an ongoing series, the SDG Fund hosted and moderated a dialogue and program entitled, "Shifting the Conversation: towards balance in music" on March 22nd. The event explored major issues surrounding diversity and inclusion in the music industry, specifically in the context of gender equality. The program featured engineer-producer Salome Limon, former director of International Affairs, Fundación Musical Simon Bolivar (El Sistema), artistic director/instructor, Alf Olofsson, and audio engineer/MPTI program director Pablo Munguia.

Music industry is a powerful agent of social change because it can reach millions of people, raising awareness of social, economic and environmental challenges at the core of SDGs, and it is also a relevant source of jobs and economic opportunities, especially for women and girls. Since its foundation Berklee's campus in Valencia has undertaken several efforts towards achieving gender

equality in the industry through empowering its female population in their pursuit of careers in music, as well as the organization of events like Women Empowerment Symposium in June 2015 and Women and Conducting on February 2017, the supporting of the UN's HeForShe campaign in 2016, and continuous spaces for debate among the Berklee community under the umbrella of the Shifting the Conversation series of gatherings on campus. As part of an ongoing series, the SDG Fund hosted and moderated a dialogue and program entitled, "Shifting the conversation: towards balance in music" in 2017. This event is the result of Berklee's firm commitment to celebrate and to encourage diversity as a source of innovation in the music industry with the aim of identifying current obstacles impeding gender equality within the music industry, as well as defining strategies and commitments to be taken by its different stakeholders, and more specifically by those about to enter it. The event explored major issues surrounding diversity and inclusion in the music industry, specifically in the context of gender equality because yet women face particular hurdles to actively participate and succeed in the music industry. This collaboration between Berklee and the SDG Fund has been designed as a platform to inspire young minds and give them a way to picture attainable changes they want to see in the industry. (PERHAPS WE SHOULD INCLUDE AN EXHIBIT WITH SOME LESSONS LEARNED IN THE FORMAT OF BULLET POINTS WITH CREATIVE INDUSTRIES).

Joint Programmes with the Private Sector

In September 2015, the Steering Committee, noting the importance to facilitate public-private partnerships between the UN Agencies, governments, private sector and civil society, agreed to *"to open a new programme area on public/private innovations for sustainable development (...) aimed at establishing innovative programmes through which to channel public/private cooperation for achieving the SDGs"*⁷. Following the success of the first round of JPs, the SDG Fund launched a new call for proposals with updated Terms of Reference enhancing the role of the private sector in the Programmes.

While public and private partnerships was a main component in the first round of JPs, the second round offered the Private Sector an opportunity to co-create, co-design and co-implement with the UN Country Teams. The SDG Fund revised the original TORs and created a *Framework and Guidance Joint Programmes with the Private Sector* (see Annex 3). The SDG Fund's joint programmes with the private sector referred to joint programmes which are developed by two or more participating UN organizations, (sub-)national government and private sector partners intended to contribute to holistic solutions to achieve the SDGs and related defined national priorities as reflected in UNDAF/UNDAP or equivalent programming instrument or development framework. In line with the One UN vision,⁸ Joint programmes with the private sector had one joint work plan, and budgetary framework and one governance system leadership of the Resident Coordinator. UN agencies, government and private sector partners participate and have

⁷ Minutes meeting September 2015.

⁸ With regards to measuring of progress in promoting Delivering-as-One; the High-Level Panel on System-Wide Coherence appointed by the Secretary-General in 2006 recommended criteria, namely the "Four Ones", i.e. "One Leader", "One Programme", "One Budget" and, where appropriate, "One Office."

responsibilities for the co-design, co-investment, co-implementation and co-evaluation of the joint programme.

The SDG Fund received eleven proposals via the online platform and were reviewed by an independent panel of experts and the Secretariat. All countries were requested to provide evidence of matching funds for the proposals and to submit letters of commitment. In total, ten UN agencies contributed to programme proposal preparation: FAO (four programmes), ILO (three programmes), ITC (three programmes), UNDP (eight programmes), UN Environment (one programme), UNESCO (one programme), UN Habitat (one programme), UN Women (four programmes), WFP (three programmes), and WHO (one programme). As per the guidance notes, private sector partners were actively engaged in the development of all programmes. Fifteen private sector organizations had confirmed participation in these JPs: Banco del Desarrollo de Ecuador, Bangladesh Garment Manufacturers and Exporters Association, Bangladesh Knitwear Manufacturers and Exporters Association, BBVA, Claro, EcoFab, Ebro Foods, Federacion de Cafeteros, Fedepanela, Ferrovial, Intel, Nutresa, Sahara Foundation, Telefonica, Unilever. Additionally, national, regional and municipal government organizations, academia and Civil Society Organizations had been engaged in all targeted countries.

Proposed Joint Programmes with the Private Sector
Decent Jobs for Youth in the Garment Industry in Bangladesh
The Dry Corridor - South-South Approaches for Effective Access to improved water & sanitation in Guatemala
Food Africa -Empowering Youth and Promoting Innovative PPPs through More Efficient Agro-Food Value Chains in Nigeria and Beyond
Food India – Market driven solutions to agricultural extension services for women and poor
Food LatAm - Crecimiento económico inclusivo y mejoramiento de las condiciones de vida de las mujeres rurales en comunidades de Oaxaca
Lasting Solutions to Peace, Security and Inclusive Economic Development in Colombia
Low Cost Sustainable Housing Solutions for 2030
Early Learning through Digital Education in Zanzibar, Tanzania ⁹
Fashion and development - Burkina Faso and Mali
Fashion and development - Nepal ¹⁰
Oceans, aquatic sports and sustainable development, reducing plastic ocean pollution in SIDS countries ¹¹
Youth, Football and Development

⁹ The proposal on digital education was prepared with ProFuturo (Telefonica & La Caixa)

¹⁰ Two proposals were received on fashion and were shared with the experts for review accordingly

¹¹ With regard to the initial proposal on Oceans, UNEP proposed a global partnership more than a JP, titled “Nexus Dialogues on implementing the environmental dimensions of the 2030 Agenda”

As mentioned above an independent panel of experts reviewed the concept notes in terms of their contributions to a) sustainability, b) advancing gender equality, c) public-private partnerships and d) inclusive economic growth. From a sustainability perspective, most of the proposals showed good potential to a) strengthen national capacities and local institutions, b) promote national ownership and inclusion of a human rights approach, and c) consider environmental variables and adapt to climate change.

From a gender perspective, the experts focused on a) the quality of proposals in addressing gender inequality effectively, b) the potential of the proposal in promoting women's empowerment. The majority of the JPs were found to be particularly well-designed in relation to women's participation in public and economic life. However, further work would be required on three proposals to ensure that indicators of SDG 5 are fully incorporated into programme design and implementation.

From a public-private partnerships and inclusive economic growth perspective, it was analysed how the proposals would engage the private sector and their potential to promote better engagement and leverage network advantages. Many of the initiatives were found to be very well-designed to promote public-private partnerships and to foster collaboration between the public and private sector. Only one proposal would require more work to effectively elaborate a more solid private sector component.

Unfortunately, due to the SC's decision to wind down the SDG Fund, none of these JPs were further developed or implemented. Nevertheless, the *Framework and Guidance Joint Programmes with the Private Sector*, serves as a robust document that can be used by UN Country Teams and other agencies as a model for public-private partnerships. As mentioned, the Private Sector is increasingly more interested in collaborating with governments and UN agencies as an implementing partner rather than simply a donor. Using the private sector as a partner not only has the potential to unlock more financial resources but also technical expertise that the UN might lack to ensure more sustainable and holistic interventions.

Resource Mobilization Strategy

Following the QCPR resolution and the SDG Fund Steering Committee's decision to widen the donor base of the SDG Fund, The Fund drafted a Resource Mobilization Action Plan (RMAP) outlining the objectives, timeline, scenarios and activities in order to expand and increase the donor base and to increase the SDG Fund's resources to be invested in new UN joint programmes and UN initiatives to advance the SDGs.

This Action Plan also responded to interest from potential donors who were willing to participate and contribute to this multilateral mechanism beyond the existing "matching funds" partnership modality, through which more than 20 donors were already contributing to the SDG Fund joint programmes.

In 2017-2019, the SDG Fund concentrated its activities expanding its donor base, its Private Sector initiatives and corporate partnerships to mobilize resources and spearheading the relationship with the Private Sector to co-design, co-invest and co-implementing initiatives. It was envisioned that the SC members would also have an important role in facilitating the SDG Fund with potential new donors.

Target

The RMAP set a USD 10 Million target for launching a new call for proposals in 2018, this amount would also be the initial target for the 2019 call for proposals. The idea was to keep matching funds as a

requirement for initiatives, especially JPs. This would've allowed to launch between 10 new JP in 2018 and a similar amount in 2019.

Implementing SDGs:

The SDG Fund concentrated its efforts in the joint programme modality where it has a strong expertise providing a continuation to the work undertaken so far. However, it also took advantage of its flexibility as a development mechanism to tap into new operating modalities and resource mobilization efforts to implement the SDGs and the 2030 Agenda in the most effective manner.

The SDG Fund identified four resource mobilization modalities

1. *Matching Funds at the country level:* A key element of the Fund's work is the matching funds system, which requires that every financial contribution made by the SDG Fund be matched at least one-to-one by the joint programme partners. By mobilizing matching funds, every dollar invested in the SDG Fund generated \$2.36 dollars in programme budget.
2. *Contribution from Member States:* Member States were encouraged to contribute to the overall budget of the SDG Fund and to finance new programmes. The Principality of Monaco gave \$32,000 towards a joint advocacy project on Sports and Development
3. *Contribution from Private Sector:* Private Sector partners were invited to provide financial resources to the SDG Fund to further develop the private sector strategy and advocacy activities. These contributions reached over \$100,000.
4. *Online Campaigns:* The SDG Fund launched an online campaign with the Roca Brother and Ebro Foods to bring awareness to sustainable cooking practices. Ebro Food pledged a financial contribution up to \$32,00 for every recipe that was submitted via the twitter platform. These funds were then invested in the Food Africa project as part of the SDG Fund's matching funds contribution

The RM action plan focused its efforts in leveraging funds for a call for proposals in 2018 for new Joint Programmes. There was a possibility for future donors to suggest specific programs in additional SDGs, expanding the initial thematic windows that the SDG Fund focused at inception (food security and nutrition; access to water and sanitation; inclusive economic growth; gender; PPP; peace and security).

Governance arrangements:

As per SC ToRs and according to the RMAP, up to three donors to the Fund, prior approval of current SC members, could've participated in the SC. A minimum threshold of 2.5 million USD was proposed as a minimum requested contribution to participate in the SC as a donor. At the country level representatives of Member States would've been invited to participate in NSC and PMC meetings. Donors would also be granted access to monitoring and submission proposals platform.

Annex: List of events (2015-2018)

SDG Fund events and meetings

Academia

1. Public Diplomacy Event, Rome, October 24, 2016
2. SDG Fund and CUNY, Launching of the FUNDS Report, New York, June 13, 2016
3. SDG Fund and URJC: Launching of book “International Society and Sustainable Development Goals”, Madrid, January 26, 2017
4. SDG Fund and UNAV, Universal Access to Justice: An International Perspective, New York, July 14, 2017
5. UN University for Peace and Chair on Development and Poverty Eradication: Experience of the SDG Fund and SDG 16, Costa Rica, July 24-25, 2017
6. SDG Fund and UNAV, Universal Access to Justice: Europe, Madrid, October 2017
7. SDG Fund and Chair on Development and Poverty Eradication: Launch of SDG Book, New York, November 2, 2017
8. SDG Fund and UNAV, Universal Access to Justice: Africa and Latin America, Madrid, December 12, 2017
9. SDG Fund and Chair on Development and Poverty Eradication: 10 years of the SDG Fund, Madrid, December 14, 2017
10. SDG Fund and UNAV, Universal Access to Justice: Final Report, Navarra, April 18, 2018
11. SDG Fund and Chair on Development and Poverty Eradication: Launch of SDG 16 Book, New York, May 2, 2018

United Nations System

1. UN Habitat III – side event, Quito, October 19, 2016
2. Update on the Sustainable Development Goals Fund, United Nations, New York, January 18, 2016
3. SDG Fund, UPenn Law, UN Women, IDLO and UNESCO: High level roundtable on Women and Legislative Reform: Case Studies from the field, New York, March 10, 2017
4. Prosperity in Action: Results from the SDG Fund, United Nations, New York, July 10, 2017

Private Sector

1. Private Sector Advisory Group Meeting, Madrid, April 2015
2. Private Sector Advisory Group Second Meeting, United Nations, New York, November 10, 2015
3. Launching of the SDG Fund Private Sector Toolkit, United Nations, New York, November 10, 2015
4. SDG Fund and Business Fight Poverty Online discussion: Business and the United Nations, Online webinar, February 25, 2016
5. SDG Fund Universality Workshops, Colombia, Nigeria, USA, Spain, June-August 2016
6. SDG Fund and UNITAR: Attaining the SDGs by 2030: Business and the UN, New Partnership Models, United Nations, New York, September 8, 2016
7. SDG Fund and IPI: The Road to Peace: Why the SDGs are Good for Business, New York, September 23, 2016
8. Private Sector Advisory Group Meeting, United Nations, New York, November 11, 2016
9. Launching of the Report “Universality and SDGs: A business perspective”, United Nations, New York, November 11, 2016
10. Launching of the report “Universality and SDGs: A business perspective”, Madrid, December 12, 2016
11. SDG Fund and IPI: Digital Education and SDGs, New York, February 3, 2017
12. Private Sector Advisory Group Meeting, United Nations, New York, May 17, 2017

13. SDG Fund, UN-DESA, UNITAR, and Ecovadis: Business Leading The Way: The SDG's As A Tool For Sustainability And Growth, United Nations, New York, July 13, 2017
14. Private Sector Advisory Group Meeting, United Nations, New York, November 3, 2017
15. Report Launch "Business and SDG 16", United Nations, New York, November 3, 2017
16. Report Launch "Business and SDG 16", Madrid, November 3, 2017

Creative Industries

1. Food and Sustainable Development: An open conversation with the Roca Brothers, United Nations, New York, January 18, 2016
2. Pritzker Architecture Prize Ceremony, United Nations, New York, April 4, 2016
3. Challenges ahead for the built environment, United Nations, New York, April 5, 2016
4. #Recipe4Change Final Ceremony, Girona, 20 April, 2018

Events where the SDG Fund was invited to participate

United Nations and Member States Related Events

1. UNICEF, WHO, and FAO: Investing in women's nutrition for healthy, smart and more sustainable societies, United Nations, New York, March 21, 2016
2. DRT-F practice meeting: "Integrated Policy Approaches for the SDGs", Addis Ababa, May 12, 2016
3. Friendship Ambassadors Youth Programme: International Youth Day, United Nations, New York, August 10, 2016
4. The Afghanistan Mission to the United Nations and the Ministry of Economy of Afghanistan: Improving Aid Effectiveness and Building Partnerships with National Stakeholders to Eradicate Poverty and Promote Prosperity, United Nations, New York, July 17, 2017
5. UN Environment Management Group: Nexus Dialogue Series on Poverty-Environment, United Nations New York, July 19, 2017

Academia Related Events

1. OAS: Innovation, Education, and social Inclusion in the Americas, Panama, March 7, 2016
2. OAS: Universities as Agents of Development: Their Role in Scientific Innovation and Socio-economic Growth, Washington, DC, March 14, 2016
3. V-Dem & ANTICORRP Policy Dialogue Conference 2016, University of Gothenburg, Sweden, May 18, 2016
4. Virtual Educa: International Forum of Virtual Educa, Puerto Rico, June 20-24, 2016
5. Virtual Educa Board Meeting, Washington, December 14, 2016
6. World Education Forum, London, January 22 - 25, 2017

Private Sector Related Events

1. USCIB Businessfor2030, New York, September 24, 2015
2. Brown Capital Management Africa Forum: Harnessing the Private Sector, Trade, and Investment in Africa to Achieve the Sustainable Development Goals, Washington, DC, February 25, 2015
3. US Chamber of Commerce Foundation: International Women's Day Forum 2016, United Nations, New York, March 8, 2016
4. Conference Board's Global Social Investing Council, Toronto, Canada, June 20-22, 2016
5. The Godan Summit, New York, September 15-16, 2016

6. Global Compact Private Sector Forum, United Nations, New York, September 19, 2016
7. Business Fights Poverty Business and Peace Webinar, Global, October 10, 2016
8. Oekom Research Double Dividend Conference, Frankfurt, Germany, October 25, 2016
9. Annual Meeting of the OECD Development Communication Network, Paris, November 8, 2016
10. Global Compact Americas Regional Local Networks Meeting 2016, Mexico, December 8-9, 2016
11. Ferrovial: Breakfast with Cinco Dias, Madrid, December 14, 2016
12. USAID and Concordia: Partnerships Practitioners' Forum, Washington, DC, March 6, 2017
13. The Economist Sustainability Summit, London, March 23-24, 2017
14. CIBECOM 2017, Miami, April 5-7, 2017
15. Sustainable Brands Conference 2017: Redefining the Good Life, Detroit, May 22-25, 2017
16. UN Global Compact, the UN Economic Commission of Latin America and the Caribbean, and Permanent Mission of Denmark to the United Nations: The role of business at the local level: innovation and multi-stakeholder action to advance the 2030 Agenda, New York, July 17, 2017
17. Aspen Institute: Unreasonable Goals Programme, Washington DC, July 19, 2017
18. 9th African PPP Conference, Cape town, December 2017

ANNEX 2. Perhaps include the timeline of the Fund

1.1. Historical background of the Fund and its SC

Year	Months	Milestone
2013	September-December	An analysis of the MDG Fund's results showcases the success and impact of the MDG-F, but highlights some areas of improvement: need to have a multi-donor mechanism, establishing a mechanism without a pre-fixed closure date, the need to increase national ownership through matching funds, the need to open to other donors and the imperative to engage private sector and businesses as development actors.
	September, 24th	Spain Prime Minister attends closing event of the MDG Achievement Fund and highlights Spain's commitment with international development and UNDP. Bill Gates sends press release congratulating the government of Spain in renewing its commitment with global development goals.
	September-December	An analysis of the MDG Fund's results showcases the success and impact of the MDG-F, but highlights some areas of improvement: need to have a multi-donor mechanism, establishing a mechanism without a pre-fixed closure date, the need to increase national ownership through matching funds and the imperative to engage private sector and businesses as development actors.
	December, 12th	UNDP Associate Administrator (Rebeca Grynspan) and Spain's Secretary General of International Cooperation (Gonzalo Robles) sign in New York and administrative agreement to establish the new fund.
2014	January – March	SDG Fund's Director (Bruno Moro) and Senior Advisor (Paloma Duran) meet with all UNDP bureaux to explain the new SDG Fund. This includes the regional bureaux and BDP at that time
	March, 19th	SDG-F Steering Committee meets with participation of Gonzalo Robles on behalf of Spain and Rebeca Grynspan and Michael O'Neill on behalf of UNDP. The SC approves the SDG-F framework document and plan of action.
	March, 24th	In a public event in Salamanca, Spain, UNDP Associate Administrator (Rebeca Grynspan) announces publicly the creation of a new fund with original resources of 43 USD million. Information on El Pais: link

	April- June	<p>Launching of call of proposals. UN Resident Coordinators of 20 eligible countries received the SDG-F terms of reference and call for proposals and are invited to submit a concept note proposal by June 16th, 2014. All UNDP bureaux are copied in the communication. Thematic areas (inclusive economic growth, water and sanitation, and food security and nutrition) are selected as initial areas of work following the special success of the MDG-F approach in this area in addition to be already certain to be part of the new SDGs. 29 Concept Notes were submitted across 19 countries and four regions, with 15 UN Agencies participating.</p>
	April, 16th	<p>The SDG Fund was presented as part of an event organized with UN DOCO in the High Level Meeting of the Global Partnership for Effective Development Co-operation. UNDP Administrator (Helen Clark) and Spain International Cooperation Secretary speak as panelists. Agenda “Delivering as One in a Post 2015 World”: Link.</p>
	May, 6th	<p>Presentation by the Minister for Foreign Affairs and Cooperation of Spain, Mr. José Manuel García-Margallo and Assistant Secretary-General, Assistant Administrator & BERA Director, Mr. Michael O’Neill in New York. The presentation of a new SDG Fund to serve as bridge between MDG and SDGs was followed by an open discussion with very positive feedback from Member States. Approximately 40 ambassadors/senior officials were present – in addition to staff from all UN funds & programmes.</p>
	May, 8th	<p>Presentation of the new SDG Fund to UN Agencies in New York.</p>
	July	<p>Review of joint programmes concept notes. In parallel to independent experts review, the SDG-F Secretariat analyzes and reviews all 29 concept notes and compiles all the recommendations from technical experts. The Technical Steering Committee, representing Spanish Cooperation (Gonzalo Robles) and UNDP, meets in Madrid in late July. Of these 29 proposals, 11 were pre-approved and 7 were requested to submit further information before receiving the approval to submit a full-fledged document.</p>
	July- September	<p>Formulation of full-fledged joint programme. By, September 15th pre-selected joint programmes submitted full-fledged joint programme documents, incorporating the technical feedback from independent reviewers. Meetings and workshops with national partners, communities and beneficiaries took place to ensure that programmes responded to stakeholders needs. More than 1,500 people participated in several of the local consultation processes. The SDG-F Secretariat and Steering Committee members review the documentation provided by joint programmes.</p>

	September, 24th	King of Spain, Felipe VI, in his first intervention at the UN General Assembly uses the MDG Fund as a good example of commitment with the development. In this line, highlights the importance of the post 2015 Agenda negotiations and introduces to all Member States the SDG Fund as a first multidonor mechanism to achieve the future SDGs to be approved in 2015.
	October, 7th	SC meets in Madrid. Gonzalo Robles on behalf of Spain and Gina Casar on behalf of UNDP approved new joint programmes, in addition to private sector and communication and advocacy strategies.
	November-January 2015	Signature of approved joint programmes and disbursement of first tranche of funds. The MPTF, acting as the SDG Fund administrative agent, reviews financial information, and after the official signature of joint programme document by national government and UN Resident Coordinator. The first tranche of funds (50%) is disbursed. With that the implementation programme phase starts.
2015	March, 12th.	Presentation of MDG-F Global Evaluation's results coinciding with the annual meeting of United Nations Evaluation Group - Evaluation Practice Exchange (EPE 2015) at Unicef Headquarters.
	April, 16th	SDG-F Private Sector Advisory Group is established with 13 companies from the 5 UN regions, after passing the due diligence process. As a first step a report with Harvard University to understand the private sector's perspective in working with the UN is proposed.
	June, 29th	Side event "A perspective from the ground: the SDG Fund's integrated approach towards sustainable development" during the High-Level Political Forum on Sustainable Development. Summary: link .
	July, 16th	Meeting of UNDP Administrator (Helen Clark) and BPPS (Madgy Martinez Soliman) with Spain Secretary for International Cooperation (Gonzalo Robles) against the backdrop of the III Conference on Financing for Development. UNDP requests new branding for the SDG Fund and highlights the interest of a multi-donor and multi-agency mechanism such as the SDG-F may have to promote the achievement of SDGs.
	September, 1st	In a statement to UNDP Executive Board, Spain reiterates the SDG Fund is an initiative already underway and is open to contributions from other countries and partners.

	September, 24th	King of Spain, Felipe VI, highlights during the GA the work of the SDG Fund working in 20 countries.
	September, 25th	SDG-F Steering Committee (including UNDP AA Gina Casar and Spain SG for International Cooperation Gonzalo Robles) meets in New York approving new SDG-F governance structure (including representatives of donors, UN Agencies, participating countries, European Commission, Goodwill Ambassadors and private sector), new branding and plan of activities until December 2018. SC decides that all additional remnant funds from the MDG Fund will be transferred to the SDG-F to be allocated to public-private partnerships, as seed capital to mobilize resources from the private sector and other donors for the achievement of SDGs.
	November, 10th	Report “Business and the UN: An imperative for action” by Harvard University and Business Fights Poverty is launched with positive reception to contributing to the ongoing dialogues on private sector engagement in achieving 2030 Agenda. Report: link .
	November – December	Round of bilateral meetings with UN Agencies implementing SDG-F joint programmes with an update of results and activities.
2016	January, 18th	UNDP appoints acclaimed chefs Roca Brothers as Global Goodwill Ambassadors to work closely with the SDG Fund
	January, 18th	Update meeting on the SDG Fund to Member States and UN Agencies organized by the Missions of Spain and Kazakhstan to the UN. Approximately 70 Member States attend. Government of Spain and Kazakhstan is represented by both Permanent Representatives to the UN. New governance structure is announced to Member States. PRs from several Member States indicate that these informative sessions are very positive and Spanish Ambassador commits to hold SDG-F update meetings semi-annually to ensure due accountability and transparency with Member States.
	January, 20th	Ecuador Ambassador, as CECAL Group president, invites SDG-F director (Paloma Duran) for an informative session with representatives from the regions. LAC region represents 44% of the total resources of the current implementation of the SDGs.
	January, 25th	Spain’s statement for Executive Board session encourages other donor countries to contribute to the SDG Fund.
	April, 4th and 5th	SDG Fund hosts at the UN headquarters the Pritzker Architecture Prize followed by a conversation with renowned architects, focusing on how architecture can contribute to achieve SDGs.

	May, 17th	The SDG Fund's expanded Steering Committee meets at New York. Representatives of all SC members attend this meeting where SC members are informed of the SDG-F progress and the new governance and organizational arrangements. The formal SC meeting is suggested for a later date. Member States particularly request to try not to make the next meeting coincide with important governmental meetings. Members participant of the SC: Spain, Colombia, Viet Nam, UNDP, ILO, ITC, European Commission, Goodwill Ambassadors, Sahara Group, MPTF (ex-officio) and SDG Fund (Secretariat).
	July, 14th	New pilot initiative in a form of public-private project partnership, is launched in Kaduna, Nigeria to boost inclusive growth in African food industry, with the participation of UN Goodwill Ambassadors chefs Roca Brothers, UN Agencies and Sahara Group.
	September, 8th	Jointly with UNITAR, the SDG Fund organizes a conference highlighting the models of business-UN cooperation. The event is opened by Peter Thomson, Permanent Representative of Fiji President of the 71st UN General Assembly (UNGA) and David Nabarro, UN SDG Special Adviser on 2030 Agenda for Sustainable Development.
	November 11th,	PSAG report is presented and launched coinciding with the bi-annual meeting of the PSAG in New York.

ANNEX 3: SDG Fund Framework and Guidance Joint Programmes with the Private Sector

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I. Objective

This framework and guidance document explains how UN Country Teams, together with public and private sector partners, can co-design and formulate joint programmes. This document provides the background and context, key definitions, role of different partners, requirements in terms of joint programme management, monitoring and evaluation. This framework provides guidance to UN Country Teams, government counterparts, private sector companies and civil society organizations in the preparation of joint programme proposals, in addition to the criteria to be applied in the technical review of joint programme proposals and guidance for actual joint programme implementation, management, monitoring and evaluation, as well as communications and advocacy.¹²

Box I Joint programmes with the private sector

*SDG Fund's joint programmes with the private sector refer to joint programmes which are developed by two or more participating UN organizations, (sub-)national government and private sector partners intended to contribute to holistic solutions to achieve the SDGs and related defined national priorities as reflected in UNDAF/UNDAP or equivalent programming instrument or development framework. In line with the One UN vision,¹³ **Joint programmes with the private sector** have one joint work plan, and budgetary framework and one governance system leadership of the Resident Coordinator. UN agencies, government and private sector partners participate and have responsibilities for the co-design, co-investment, co-implementation and co-evaluation of the joint programme.*

Please see Annex III for a list of further related reference materials.

¹² Regarding Joint programmes approved under SDG Fund first call for proposals, please refer to the SDG Fund Terms of Reference and Guidance for Joint Programme Formulation available at: <http://proposals.sdgfund.org/sites/default/files/SDG-F-ToRs.pdf>. Please note this document incorporates additional information that can provide additional guidance while implementing "SDG Fund Joint Programmes."

¹³ With regards to measuring of progress in promoting Delivering-as-One; the High-Level Panel on System-Wide Coherence appointed by the Secretary-General in 2006 recommended criteria, namely the "Four Ones", i.e. "One Leader", "One Programme", "One Budget" and, where appropriate, "One Office."

2. Background

About the Sustainable Development Goals Fund

The “Sustainable Development Goals Fund” was established in 2014 for the implementation of the new Agenda 2030 and the Sustainable Development Goals with an initial contribution from the Government of Spain. Today more than 20 donors are contributing through matching funds contributions. The SDG Fund builds on the successful experience and lessons learnt from with the MDG Fund.¹⁴ Its first call for proposals completed in 2014 saw the implementation of joint programmes in 22 countries, reaching more than 3.5 million direct and indirect beneficiaries around the world in the Arab States, Asia and the Pacific, Latin America and the Caribbean, and Sub-Saharan Africa.

The SDG Fund draws on the experience and lessons learnt of the MDG Fund, drawing on the recommendations from the [Global and Thematic Evaluation of the MDG Fund](#) conducted in 2013. The SDG Fund focuses on implementation of joint programmes in targeted countries which support national actions towards the achievement of the SDGs through joint programming with a multi-sectoral approach and leveraging matching funds contributions. The SDG Fund observes the principles of effective development cooperation (including national ownership, alignment, harmonization, simplification, mutual accountability and focus on results), inclusion and participation and One UN coordination. The Fund serves as a convening platform of partnerships and joint programmes with the private sector to achieve SDGs and recognizes the interconnections between sectors and the need for a more integrated and interdisciplinary response.

For private sector partners, the SDG Fund provide with a one-stop shop to engage with the United Nations, which allows private sector actors to work with several specialized UN Agencies simultaneously, aiming to facilitate joint programmes while leveraging UN Agencies` complementary expertise, knowledge and networks. In a multi-agency mechanism, all SDG Fund Programmes are able to leverage additional funding from different partners to increase impact, including national governments, bilateral donors, other UN Agencies, international financial institutions, the private sector, civil society organizations, foundations and other stakeholders. This increases sustainability, impact, national ownership and the potential to scale up.

¹⁴ The Millennium Development Goals Achievement Fund (www.mdgfund.org) was established in 2007 through an agreement between the Government of Spain and the UNDP on behalf of the United Nations System. This was one of the largest development cooperation mechanisms of its kind designed to promote achievement of MDG through inter-agency cooperation. With a total contribution of approximately US\$ 900 million, the MDG Fund funded 130 Joint Programmes in eight thematic areas in 50 countries throughout the world. The Fund also supported global partnerships, thematic knowledge management initiatives and the Delivering-as-One initiative globally.

The SDG Fund draws on its successful experience from inter-agency joint programming in low and middle income countries, fragile states and small island developing states (SIDS), to promote joint programmes with private sector. These joint programmes will engage the private sector and as implementing partners, assuring donor coordination through inter-agency joint programming and in addition promote South-South cooperation for the achievement of the SDGs. The above combined approach aims to promote transformational change, a process whereby positive development results are achieved and sustained over time by institutionalizing policies and programmes within national strategies.

Private Sector Engagement – Perspectives from SDG Fund’s Private Sector Advisory Group

The **SDG Fund’s Private Sector Advisory Group** was established in 2015 to build a roadmap for public-private partnerships to identify large-scale solutions for achieving the SDGs. Tacking stock of best practice in the implementation of SDGs by business as well as business’s perspective of universality, the findings from its first report entitled “[Business and the United Nations: Working together towards the Sustainable Development Goals: A Framework for Action](https://www.sdgfund.org/sites/default/files/Business_and_the_United_Nations_Working_together_towards_the_Sustainable_Development_Goals_A_Framework_for_Action.pdf)” reinforced the need to find models for effective UN-business engagement to achieve SDGs. The second report, “[Universality and the SDGs: A Business Perspective](https://www.sdgfund.org/sites/default/files/Universality_and_the_SDGs_A_Business_Perspective.pdf)” acknowledged that “business regardless of size, sector, geographic presence or any other differentiating factor ... has a role to play within the 2030 Agenda.”¹⁵

The shared imperative for UN and business, can be summarized as follows:

- **Multi-stakeholder partnerships** among governments, companies and civil society organizations will be central for setting common policy agendas, mobilizing necessary resources, and ensuring shared accountability.
- **Private-sector investments and market-based solutions**, as well as philanthropic contributions and blended finance or hybrid models, will be needed to achieve scale and sustained impact in many sectors.
- **Country-level leadership, prioritization and ownership of outcomes** will be essential for driving transformative or systemic change. Governments must lead, but the business community in each country, both domestic and foreign, as well as civil society have a vital role to play.¹⁶

¹⁵ SDG Fund (2015) “Universality and the SDGs: A Business Perspective”
<http://www.sdg.org/sites/default/files/Report-Universality-and-the-SDGs.pdf>

¹⁶ SDG Fund (2014) “Business and the United Nations: Working together towards the Sustainable Development Goals: A Framework for Action” https://www.sdgfund.org/sites/default/files/business-and-un/SDGF_BFP_HKSCSRI_Business_and_SDGs-Web_Version.pdf

In the design of joint programmes with the private sector, the SDG Fund stresses the need for UN, government and private sector to “**co-create, co-design and co-invest**” in solutions to sustainable development.

South-South and Triangular Cooperation

It is recognized that proximity, geographically, but also in terms of development contexts, knowledge, capacities and knowhow, means that effective solutions to development challenges in the global South can be found in the global South. South-South and triangular cooperation likewise allow for the inclusion of new actors, new sources of finance and lower-cost solutions.¹⁷

SDG Fund will draw on its experiences from joint programming at to help support and catalyze South-South/ triangular cooperation which complements North-South cooperation and exchange in line with the [Nairobi Outcome Document of the High -level United Nations Conference on South -South Cooperation](#) (2010). In this regard, the following **five priority objectives** of United Nations support for South-South/ triangular cooperation will be observed:

- Support national and regional development efforts;
- Strengthen institutional and technical capacities;
- Improve the exchange of experience and know-how among developing countries;
- Respond to the specific development challenges of developing countries;
- Increase the impact of international cooperation.

Summary

In summary, the SDG Fund aims, through its joint programmes with the private sector, to achieve the following objectives:

- Accelerating progress towards SDGs together with the private sector – promoting of multi-dimensional solutions which target SDGs in a holistic manner
- Promoting joint programming, donor coordination and Delivering-as-One

¹⁷ The High-level Committee on South-South Cooperation requested the Joint Inspection Unit to review the existing UN institutional arrangements in support of South-South and triangular cooperation. The main issues identified were that of mainstreaming and improving governance or institutional arrangements. With regards to mutually agreed upon definition, Member States stressed the need to avoid “circumscribing flexibility” and focus instead, on implementation arrangements defined in the Nairobi Outcome Document. Report on the intersessional meeting of the High-level Committee on South-South Cooperation, 4 June 2013 <http://ssc.undp.org/content/dam/ssc/documents/HLC%20Reports/Report%20on%20the%20intersessional%20meeting%20of%20the%20High-Level%20Committee%20on%20South-South%20cooperation.pdf>

- Identifying and replicating successful experience from SDG Fund's first call for proposals (2014)
- Co-creating, co-designing and co-investing in joint programmes with private sector as implementing partners, engaging all relevant stakeholders to promote market-driven approaches
- Matching funds modality of at least 1:1, observing the principle of additionality
- Tackling of cross-cutting issues: sustainability, gender mainstreaming and South-South and triangular cooperation
- Pro-poor approaches, with special emphasis on women, young people and vulnerable and marginalized groups

3. Due Diligence Process and Proposal Eligibility Criteria

Due Diligence Process

Joint programme proposals should be prepared by UN Agencies, together with private sector partners (who have passed necessary due diligence processes), government and civil society organizations and submitted by the UN Resident Coordinator on behalf of the UN Country Team and the national steering committee in the SDG Fund's online platform (proposals.sdgfund.org).

With regards to selection of private sector partners and with a view to mitigating risks and conflicts of interest to ensure the integrity and impartiality, relevant UN due diligence policies and processes will be observed in the identification of private sector partners and matching funds contributions derived from private sector companies and/or foundation affiliated to private sector entities.

While observing all “exclusionary criteria” and those specifically identified “high-risk sectors” in addition to the principle of non-exclusivity, the SDG Fund recognizes the need for a “principles-based approach” to private sector engagement,¹⁸ with partnerships based on mutual accountability, a co-design and co-decision process which is inclusive of all other relevant partners (not just private sector) and also fully reflects national priorities/ownership.¹⁹

Furthermore and as referenced in the MOU between the SDG Fund and Participating UN organizations, if a Participating UN Organization wishes to carry out its programmatic activities through or in collaboration with a third party entity, they will be responsible for discharging all commitments and obligations with such entity, and the SDG Fund will not be responsible for doing so. Please refer to Section III.3 of the MOU for further information.

Technical Review

The technical review will take into account the following **basic eligibility criteria**:

- **Co-financing:** leveraging of additional matching funds by joint programme partners of at least the same amount granted by the SDG Fund. The matching funds can come from the national budget,

¹⁸ GA Resolution A/RES/68/234

¹⁹ The above due diligence approval process is recognized as the first step to identify suitable potential partners, with development of programmatic interventions which respond to the development needs of the country/ countries in question, requiring specific additional approval by the steering committee.

the UN core budgets or any other sources, observing the principle of **additionality**; at least 25% of resources should come from the private sector

- **Joint programme design:** the combined total financial resources (SDG Fund contributions + matching funds) should be available in cash and implemented in line with the approved joint programme work plan and budget
- **One UN:** the joint programme will be managed by one joint governance structure and be accountable for its results to the SDG Fund Secretariat for the total budget approved (i.e. SDG Fund contributions + matching funds)
- **Sustainability:** sustainability of results should be given due consideration in the joint programme design phase (including in the allocation of resources), **exit strategies** should be submitted with joint programme proposals accordingly
- **Cross-cutting issues:** joint programmes will also address sustainability, gender mainstreaming and South-South cooperation, as cross-cutting issues in the situational analysis and design as well as joint programme management and implementation
- **Participating UN agencies:** the SDG Fund will support joint programmes implemented by no more than four UN Agencies
- **Focus areas:** interventions should focus on thematic areas prioritized by UN and national partners, including those specifically identified in the **UNDAF**; joint programme design and implementation should make use of coordinated efforts to target the same **common geographical areas and groups of beneficiaries**;
- **SDGs addressed:** in order to incentivize new approaches to private sector engagement and joint programmes with the private sector, the key SDG addressed under this framework is SDG 17, at the same time each joint programme will contribute in an integrated and holistic manner to other targeted SDGs.

Please see Section 11: Joint Programme Review Criteria, for details of the full criteria and requirements in the formulation of joint programme documents.

4. When and How to Apply

The SDG Fund will award grants to support joint programmes through a one-time competitive process. The application process consists of two rounds.

Concept notes must be endorsed by the proposed programme management committee and national steering committee. The national steering committee, which is established at the time of the formulation of the joint programme proposal, consists of the Resident Coordinator, the designated representative of

the national government and representative(s) of public and private sector donor(s).²⁰ Subordinate to the national steering committee (see Annex I for full TORs), the programme management committee coordinates and manages the programme's implementing partners and has oversight of the programme management office and any other subordinate technical committees.

Fully-endorsed programme proposals should be submitted online in SDG Fund platform. Each Country Office will receive through the Resident Coordinator's Office, a username and password to access the online platform. All information and relevant supporting documents and annexes, including evidence of matching funds commitments should be entered in the online platform, which can be accessed at: proposals.sdgfund.org.

Incomplete programme proposals, including programme proposals submitted without evidence of matching funds and those submitted via e-mail and/or after the deadlines above will not be accepted.

Box 2: Joint Programme Approval – A Snapshot
Launch of call for proposals - UN Resident Coordinators of eligible countries receive notice of the call for proposals. Concept notes should be prepared and endorsed by the programme management committee and national steering committee and submitted in SDG Fund's online platform.
Technical review of concept notes - An independent international panel of development experts reviews the concept notes. In parallel, the SDG Fund Secretariat reviews concept notes and compiles all the recommendations from technical experts. Donors are invited to provide their feedback. UNCTs needs to incorporate and address this feedback in the programme document. Concept notes which do not meet the minimum criteria will be rejected.
Formulation of full-fledged joint programme documents – for those Concept notes which are endorsed by technical review and the steering committee, UN Resident Coordinators will be invited to submit a full-fledged programme document and will be provided with a programme preparation grant. The preparation of the programme document should be participatory, ensuring a consultative process including representatives from relevant national and local partners, government, private sector communities.

For example, at the moment of producing this guidance. Spain and Monaco are the direct contributors to the SDG Fund and the resources for the first SDG Fund Joint Programmes with the Private Sector will be financed with resources from Spain.

<p>Final review and approval/rejection of full-fledged joint programme documents – the panel of experts will review the final programme documents against the original technical review to ensure that recommendations have been taken on board. Recommendations will be made to steering committee accordingly for programme approval.</p>
<p>Fund transfer request – those programmes which are approved will receive formal notice from the SDG Fund Secretariat of the steering committee’s decision. With the signed cover page of the programmes document the first tranche will be released. The MPTF reviews financial information, and after official approval of a joint programme document by programme partners, disburses the first portion of funds. The programme’s implementation phase starts.</p>

5. Joint Programme Preparation and Technical Review

Joint Programme Preparation Grant

Those eligible countries explicitly invited to submit concept notes may apply for a programme preparation grant (maximum: US\$ 10,000) from the SDG Fund Secretariat to cover costs related programme document preparation. This will be taken as an advance from the total approved SDG Fund allocation.

Resident Coordinators should make the request to the Director of SDG Fund Secretariat, as appropriate, completing the standard fund transfer request form.

Technical Review

All joint programme proposals are subject to an independent technical review by a panel of experts, which will be commissioned by the SDG Fund Secretariat with the purpose of quality assurance, to inform decision of the SDG Fund Steering Committee and the finalization of the joint programme proposal.

The technical review will comprise of a team of external experts who will review joint programme proposals based on the criteria defined in this Terms of Reference. Please see the checklist of documents to be submitted.

All concept notes will be evaluated against the joint programme review criteria in section 11. Those concept notes which fail to meet a minimum score of less 70 points will not be considered. Only one joint programme will be awarded funding in each area. The SDG Fund also reserves the right not to award all of the funds available. Incomplete concept notes at the closing date will not be reviewed.

6. Joint Programme Budget and Duration

The SDG Fund will only approve joint programmes with matching funds, i.e. counterpart-provided co-financing, of at least the same amount contributed by the Fund. Matching funds can come from the national government, bilateral donors, other UN Agencies, private sector, civil society organizations, foundations and/or other joint programme stakeholders.

Evidence of matching funds should be provided with the concept note. In addition to resources from the private sector, matching funds can come also from the national government, bilateral donors, and other UN agencies, IFIs, private sector, civil society organizations, foundations or other stakeholders. The term “matching funds” points to the establishment with a partner of a political-strategic dialogue for effective development results as defined under the (Paris-Accra) Busan guidelines. It also aims to create a greater impact in terms of the greater scale of the programme and its interventions. It thus does not include in-kind contributions, such as costing of staff time, as co-financing. UNCTs should work with local private sector actors to secure matching funds for the joint programmes. All matching funds should be deposited in the [MPTF account of the SDG Fund](#) to ensure greater transparency and accountability, after a Standard Administrative Arrangement is signed with the MPTF.

All joint programme funds, including SDG Fund allocations and matching funds fall under the umbrella of the joint programme governance structure, i.e. national steering committee (see Annex I for full TORs), programme management committee, programme management office and technical committee (as appropriate), programme document, comprising work plan and budget. On the part of participating UN agencies, **indirect costs** should not exceed 7% of total programmatic costs.

The starting date of the joint programme is taken as the day that the **first tranche** is disbursed to the UN Agencies. It is the responsibility of the Country Offices to put the necessary arrangements to ensure that the matching funds are available for the duration of the programme implementation period. Note: funds provided by SDG Fund should not be allocated to any sort of revolving funds mechanism/ scheme.

Release of the **second tranche** is subject to satisfactory financial and physical implementation. The programme must meet a minimum expenditure threshold of 70% of the first tranche to the participating UN organizations combined. If the 70% threshold is not met for the programme as a whole, funds will not be released to any organization, regardless of the individual organization's performance. The second tranche may be requested at any point after the combined disbursement against the current advance has exceeded 70% and upon satisfactory physical implementation. If the overall expenditure of the programme reaches 70% before the end of the twelve-month period, the participating UN organizations may upon endorsement by the national steering committee (see Annex I for full TORs), request the MPTF Office to release the next instalment ahead of schedule.

Inception Period and Joint Programme Duration

Joint programmes may have a maximum duration of up to three years, including an inception period of four months.²¹ The inception phase may be used, among other things, for:

- Further scoping and background analysis of lessons learnt to ensure that they are adequately incorporated into the joint programmes operative and strategic arrangements
- Contracting of the joint programme team and technical focal points
- Establishment of national and local coordination units and governance structures
- Identification and sensitization of joint programme beneficiaries
- Updating/ elaborating joint programme baselines for the intervention areas, as needed
- Further consultations and participatory events at the local level to ensure a proper degree of consensus and ownership
- Launching of the joint programme

Programme Financial Management and Funds Disbursement

Funds will be disbursed on an annual basis, based on satisfactory financial and physical implementation of the overall joint programme, as per its approved workplan and budget. Satisfactory overall performance of the whole joint programme should be demonstrated in the periodic six-monthly monitoring reports to avoid delays in the release of funds.

The joint annual work plan and budget comprises a breakdown by UNDG budget line and Gantt chart which indicates the quarter of the year activities will be implemented and the human and financial

²¹ In exceptional cases and when properly justified in the programme document proposal, the Joint Programme may have a longer duration not exceeding of the 3 years + inception phase.

resources required. Joint programmes are required to prepare and submit two-year work plans for the entire duration of joint programme implementation. Please see the template in the online platform.

Budgets should be prepared in accordance with UNDG harmonized budget categories: staff, consultants, travel, contracts, training, equipment, miscellaneous and indirect costs. Joint programme proposals with incomplete financial information will be rejected, as will budgets which are overestimated or make excessive allocations for personnel, consultants and equipment. Conversely, the SDG Fund will positively view joint programmes that allocate more resources aimed at achieving concrete results and clear outcomes for the direct beneficiaries of the joint programme.

Requests for **budget revisions** should be made to SDG Fund Secretariat, the appropriate template and providing justification. In case of revisions which imply a substantive change of the programme objectives, outcomes or outputs, national steering committee endorsement is required and the SDG Fund Secretariat will escalate the request to the global steering committee for its decision. An additional technical review of the proposed changes may be conducted in addition to help inform the global steering committee's decision.

Participating UN organizations at the country level are not authorized to transfer funds or reallocate financial resources to any other participating UN organization for the implementation of activities, under any circumstances. Should extenuating circumstances require the transfer of funds between participating UN organizations, formal notification should be provided by Resident Coordinator to SDG Fund Secretariat as soon as possible, with funds to be transferred back to the administrative agent, MPTF in the first instance.

No-Cost Extensions

No-cost extensions may be granted by the SDG Fund Secretariat, on an exceptional basis, in the case of extenuating circumstances, where appropriate justification/ evidence is presented and an official request is made by the Resident Coordinator on behalf of the national steering committee. The minutes of the national steering committee should be provided accordingly. Such requests should not result in any substantive changes to programme objectives, outcomes, outputs or indicators.

Where any proposed revision implies a substantive change of the programme objectives, outcomes or outputs, the SDG Fund Secretariat will escalate the request to the global steering committee for its decision. An additional technical review of the proposed changes may be conducted in addition to help inform the steering committee's decision.

7. Joint Programme Monitoring and Evaluation

Monitoring and Evaluation Frameworks

Joint programmes must develop sound **monitoring and evaluation frameworks**, making use of result-based management approaches and specific, measurable, attainable, and reliable, time-bound (SMART) indicators, where impact level indicators are clearly defined. Sufficient resources should be allocated for monitoring and evaluation in the joint programme budget. Four per cent of the total budget is recommended, as a general rule. This includes the cost of the final evaluation (to cover the consultant(s) fees, evaluation field mission, communication and dissemination strategy of the final report) and contract the Evaluator(s) directly.

All joint programmes should conduct baseline and background studies, as soon as possible in the inception phase, to further elaborate targets and indicators, against which joint programme performance will be measured and reported and to further inform joint programme interventions.

Monitoring and evaluation processes should be participatory, involving all partners including civil society and the private sector as appropriate. Joint programmes will submit **monitoring reports** twice a year in June and December respectively in SDG Fund's online platform. The template can be viewed in SDG Fund online platform.

Certified annual financial reports must be provided by the headquarters of participating UN organizations in April each year for the previous financial year. Financial closure takes place one year after operational closure and the **final narrative report** is due four months after financial closure.

Final Evaluations

The joint programmes will commission the **final evaluations** observing OECD-DAC and UNEG norms and standards. Final evaluations will take place during the last four months of programme implementation, with Resident Coordinators receiving official notification of the commencement of the final evaluation accordingly. All final evaluation reports should be submitted through SDG Fund online platform.

In addition to routine monitoring and evaluation activities, Country Offices should be ready to provide further updates, information and clarifications as required by the Steering Committee and participate in a global SDG Fund evaluation as necessary.

8. Communications and Advocacy

Joint programmes are required to present a communications and advocacy strategy together with their joint programme proposals, to ensure a common vision for dissemination and communication of deliverables and results. Activities and indicators related to both communications and advocacy should be reflected in the joint programme **results framework**. As a general rule, it is recommended that one per cent of total joint programme budget allocated be allocated to communications and advocacy.

The ultimate goal of the communication strategy should be promoting the SDGs and generate national ownership by national public and private sector partners of the programme.

The fully-fledged programme document should also include a summary of the strategy. The use of traditional and innovative tools such as web/ social media, print media, audiovisual materials (including recorded interviews), and infographic representations, should be used. Country Offices may use the inception phase to further elaborate the development of the strategy.

Country Offices should be prepared share high-quality communications materials with the SDG-F Secretariat, in particular, human interest stories and related videos/ audiovisual materials for use in its global advocacy and awareness-raising campaigns.

Joint programmes should identify a communications focal point who will be receive support from the SDG Fund Secretariat for communication activities.

It is important to take into account that as a joint programme, the SDG Fund serves as the convening agency, all official documents should carry its logo which includes the UN emblem (representing all UN Agencies) and the colors of the SDGs. Other partners should also be recognized visually and should treat the communication actions as a joint endeavour, where each of its components is part of an integrated approach and therefore recognize the UN Agencies and private sector partners participating in different components of the programme.

For instructions on the use of the SDG Fund logo, please see [SDG Fund's Visual Identity Guidelines](#).

Private sector implementing partners shall not use the name, logo or trademarks of the SDG Fund, or any its subsidiaries, and/ or affiliates, or any abbreviation thereof, without the express prior written approval of the other the SDG Fund Secretariat in each case. In no event will authorization to use the SDG Fund

name or emblem, or any abbreviation thereof, be granted for commercial purposes, or for use in any manner that suggests an endorsement by one party of the other party's services.

The private sector parties acknowledge that they are familiar with the SDG Fund's ideals and objectives and recognizes that its name and visual identity may not be associated with any political or sectarian cause or otherwise used in a manner inconsistent with the status, reputation and neutrality of the SDG Fund and.

As a general rule, the use of the SDG Fund's name and visual identity by a business partner entity may be authorized may be authorized for the following specific purposes:

- To support the purposes, policies and activities of the organization;
- To assist in the raising of funds for the SDG Fund;
- To assist in the raising of funds for entities that are not part of the SDG Fund, but which are established to achieve the purposes and policies of the SDG Fund;
- When authorized, the use of the name and/or logo shall be in accordance with the written specifications provided by the SDG Fund;
- The use of a hyperlink to either Parties website will be created with written authorization;
- Other uses that might be agreed by both Parties.

9. Knowledge Management

The joint programme should have a clear strategy for knowledge management. Activities, outputs and indicators related to knowledge management should be reflected both in the programme document and in the programme **results framework**.

In addition, the SDG Fund online platform will serve as an online repository for knowledge management purposes allowing joint programme partners and other stakeholders to access and manage joint programme documents, monitoring reports, etc. online.

Joint programme partners can contribute knowledge products to [SDG Fund Online Library](#).

10. Joint Programme Governance

It is the responsibility of UN Resident Coordinators to facilitate collaboration between Participating UN Organizations to ensure that the joint programme implementation is on track and that results are being delivered. UN Resident Coordinators will exercise their oversight over the joint programme, leading overall joint programme design and management, monitoring and evaluation at an executive level, through the co-chairing the national steering committee meetings (see Annex I for full TORs) together with the designated representative of the government and representatives of any key donors.

To ensure proper checks and balances of programme activities the UN Resident Coordinator is called upon to establish committees at two levels:

- National steering committee, and
- Programme management committee

The national steering committee consists of the Resident Coordinator, a representative of the national Government in the role of Co-Chair and representatives of other donor(s) as appropriate, according to the SDGF ToRs.

The responsibilities of the **programme management committee** will include:

- Coordination at an operational/ working level
- Appointing a Joint Programme Coordinator
- Managing programme resources to achieve the outcomes and output defined in the programme;
- Implementing of programme monitoring and evaluation requirements
- Integrating work plans, budgets, reports and other programme related documents; and ensures that budget overlaps or gaps are addressed
- Providing technical and substantive leadership regarding the activities envisaged in the annual work plan
- Agreeing on re-allocations and budget revisions and make recommendations to the national steering committee, as appropriate
- Addressing management and implementation problems
- Identifying emerging lessons learned; and
- Establishing communication and public information plans

In addition, other coordination entities, for instance, at sub-national level, for example at programme pilot sites, may be also established, as necessary, based on the actual needs of the programme and where they contribute to a better accountability and greater efficiency programme implementation.

II. Joint Programme Review Criteria

The following criteria should be considered as requirements for the joint programme development and therefore should be directly addressed in the programme document. Concept note and programme document submissions will likewise be evaluated against these criteria in the technical review commission by the Secretariat. Those programmes which do not meet the requirements below will be rejected.

I. Basic Eligibility Requirements

All programmes should meet the following basic eligibility requirements as follows:

- I.1 Are there documented matching funds commitments in cash by joint programme partners of at least the same amount granted by the SDG Fund?
- I.2 Is the additionality requirement met?
- I.3 Do at least 25% of resources should come from the private sector?
- I.4 Will the programme be managed by one joint governance structure and be accountable for its results to the SDG Fund Secretariat for the total budget approved (i.e. SDG Fund contributions + matching funds)?
- I.5 Will the programme be implemented by at least two and no more than four participating UN Agencies?
- I.6 Does the joint programme target the same common geographical areas and groups of beneficiaries?
- I.7 Does the programme given due consideration to sustainability of results? Has the programme presented an exit strategy?

2. Contribution to SDGs

The joint programme should contribute to national implementation of Agenda 2030 and SDGs in a holistic manner.

- 2.1 Does the joint programme make concrete contributions to multiple SDGs in an integrated and coherent manner? To which specific SDG targets and related indicators, is the joint programme contributing?
- 2.2 Has the joint programme taken into consideration national plans and strategies to achieve the SDGs?

- 2.3 What existing mechanisms will the joint programme be leveraging for monitoring and evaluation of achievement of SDGs?
- 2.4 What mechanisms is the joint programme putting into place for monitoring and evaluation of achievement of SDGs?
- 2.5 How has the principle of universality been applied?
- 2.6 Does the programme have a strategy to ensure that “no one is left behind”?

3. Paris, Accra and Busan Commitments on Aid Effectiveness

Joint programme should aim to strengthen the UN system’s ability to deliver results in an integrated and multi-dimensional manner by supporting the joint programming modality and by bringing together UN Agencies, national counterparts, private sector in a collective effort to achieve the SDGs.

- 3.1 Is the programme endorsed by the national steering committee?
- 3.2 Is there ownership and participation of national stakeholders in the joint programme design and implementation
- 3.3 Have convergent priority geographical areas been defined?
- 3.4 Is there a results-based management approach to promote concrete results?
- 3.5 Does the programme have a sound monitoring and evaluation system, including: measurable results, existence of baseline indicators and identification of potential risks?
- 3.6 Does the programme have knowledge management and communication and advocacy strategies for accountability, dissemination of results and awareness raising?

4. Private Sector Engagement

SDG Fund will take into account the following criteria regarding private sector engagement:

- 4.1 Have due diligences been conducted of all private sector partners?
- 4.2 Has a clear role for the private sector been included the joint programme design and consultation processes? Does the joint programme use measurable indicators relevant to the number and size of private institutions participating in the joint programme?
- 4.3 Does the joint programme include solutions for development changes in core business activities and initiatives which include appropriate consideration to value chains, producers, suppliers, employees and consumers?
- 4.4 Does the joint programme facilitate dialogue between the public and private sector and civil society on specific SDGs/sustainable development-related issues?
- 4.5 Does the joint programme promote entrepreneurship, economic diversification and/or alternative livelihoods?

- 4.6 Does the joint programme aim to assist companies to improve and develop corporate social responsibility? Does it include synergies with current corporate social responsibility initiatives?

5. Gender Equality and Women's Empowerment

Gender equality and women's empowerment will be promoted with a "dual strategy," i.e. focusing on direct and mainstreaming approaches.

- 5.1 Has the joint programme adopted a "dual strategy" i.e. direct and mainstreaming approaches to gender equality and women's empowerment? Has it selected priority gender issues and priority beneficiary groups?
- 5.2 Does the joint programme include age and sex-disaggregated data and gender data for the joint programme development and implementation?
- 5.3 Has the joint programme integrated a human rights-based approach in its design, implementation and management?²² Has it given due consideration to vulnerable and marginalized groups?
- 5.4 Does the joint programme include specific, measurable outcomes, outputs, activities and indicators related to gender equality and women's empowerment?
- 5.5 Has the joint programme facilitated participatory processes that involve women equitably, and included their needs and contributions in all the steps of the project cycle?
- 5.6 Have all possible steps been taken to ensure gender parity in the recruitment of joint programme staff, consultants and/or vendors?

6. Sustainability (i) Joint Programme Results

Does the situation analysis clearly identify the core problem (s) and the cause-effect relationships? Does it provide sufficient baseline data to construct measurable indicators?

- 6.1 Are the intended beneficiaries and the geographical areas of intervention clearly identified?
- 6.2 Is the management and coordination framework clearly outlined?
- 6.3 Does the joint programme employ results-based management approach and define SMART indicators? What data will be needed to measure them? Is the information easily available? Can it be collected at reasonable cost?
- 6.4 Were all relevant national and local partners consulted and included in the definition of the problem to be tackled? Are the roles and responsibilities of each partner clearly articulated?
- 6.5 Have all identified risks been fully captured in the risk assessment? What impact will they have on the attainment of results? Is the contingency plan/mitigation strategy realistic and

²² For more information please see UNEG (2014) [Integrating Human Rights and Gender Equality in Evaluations](#)

- sufficient to minimize the risks? Are coordination and decision-making processes included in the analysis?
- 6.6 Are the resources and timeframe envisaged adequate to ensure the efficient implementation of activities and the attainment of results?
- 6.7 Is the monitoring and evaluation plan robust, coherent and in line with result-based management principles? Are the roles and responsibilities in the collection, analysis and sharing of information clearly defined?

7. Sustainability (ii) Environmental and Social Sustainability

Has the joint programme given due consideration to environmental and social risks and safeguards? Are these appropriately reflected in its risk strategy?

- 7.1 Does the joint programme have a clear strategy to identify and mitigate vulnerabilities to climate change?
- 7.2 To what extent have policy and planning level interventions, to which the joint programme will contribute, taken into account environmental and social sustainability?
- 7.3 Has the joint programme observed the “do no harm” principle?
- 7.4 To what extent could the joint programme’s interventions inadvertently lead to increased vulnerability to climate change and thus to maladaptation or, conversely, what important opportunities arising from climate change may have been missed?
- 7.5 In revising existing policies and plans, what revisions might be warranted in order to address climate risks and opportunities?

8. South-South/ Triangular Cooperation

SDG Fund will take into account the following criteria regarding South-South/Triangular cooperation:

- 8.1 Does the programme integrate the principle of South-South/triangular cooperation?
- 8.2 Is there efficient management of related transaction costs?
- 8.3 Does the programme promote mutual accountability?
- 8.4 Do South-South interventions promote results which are sustainable in the medium to long-term?

Annex I: National Steering Committee – Terms of Reference

The national steering committee should be set up as soon as possible in the proposal development phase, with the following role, composition and functions:

Role: Oversight and strategic leadership of joint programmes at the national level

Composition: To guarantee its independence, the national steering committee should include parties who are not involved in programme implementation:

- A representative of the Government, in the role of Co-Chair
- The Resident Coordinator of the United Nations Systems (UNRC), in the role of Co-Chair; and
- Representative of donors as appropriate

Additional members may be invited as observers at the discretion of the national steering committee.

Functions:

Formulation:

- To approve the joint programme before submission to the SDG Fund global steering committee. Minutes of the national steering committee meetings are to be sent to the SDG Fund Secretariat with final joint programme submission

Management set up:

- To revise and approve the regulations and other tools of the national steering committee and to amend them as necessary
- To approve the duly documented agreements or arrangements for the management and coordination of joint programmes
- To approve the selection process for the Joint Programme Coordinator

Planning and reporting:

- To approve the annual work plans and the annual budgets as well as any adjustments required to achieve the desired results in line with the implementation guidelines, when applicable

To review/approve the annual report for each of the joint programme, to make observations and make strategic decisions:

- To propose corrective actions for the implementation of joint programmes when it becomes apparent that there have been deviations from the work plans and to make recommendations on how to improve the implementation of programmes at the national level

Monitoring, evaluation and audit:

- To review the internal and external evaluation and audit reports for the joint programmes or its components and ensure the recommendations are put into practice.
- To ensure and guide implementation of monitoring mechanisms and administrative procedures to enable the programmes to be managed efficiently.
- To review the biannual monitoring reports to assess progress and delivery
- on the joint programme implementation and to make observations and recommendations accordingly.
- To endorse management response to the mid-term evaluation report, if any

Advocacy and communications:

- To request and provide impetus to the articulation of national advocacy action plans that are in line with the SDG Fund Visibility Guidelines.
- Discuss and approve the national advocacy plan and request periodic updates on its implementation, ensuring that key national development priorities are targeted through articulated advocacy interventions that bring together UN Agencies, local governments as well as citizen groups.
- Ensure that policy outcomes are consistently being sought and that the SDGs are at the centre of development efforts.

Coordination and participation

- To promote synergies between the joint programmes and related projects and/or programmes, even if they are funded by Government or other development
- partners.
- To make sure that the participatory consulting processes with the main national and local partners take place, so as to ensure ownership, enable synergies and avoid any duplication or overlapping between the Fund and other financial mechanisms, thus reducing transaction costs.

Annex II: Checklist for Joint Programme Proposal Submission

Country Offices should review the following checklist before submitting the project proposals in the online platform:

- Project document
- Annual work plan and budget
- Matching funds commitment letter(s) for each source
- Results framework matrix
- Risk analysis matrix
- Integrated monitoring and evaluation research framework
- Performance monitoring framework
- Theory of change
- Minutes from National Steering Committee meetings
- Communications and advocacy strategy
- Knowledge management strategy
- Exit strategy

All templates can be downloaded from the SDG Fund online platform.

Annex III: Other Reference Materials

- OECD (2011) [Recommendations - Unlocking the Potential Of South-South Cooperation Policy](#)
- SDG Fund (2014) [SDG Fund Terms of Reference and Guidance for Joint Programme Formulation](#)
- UNEG (2016) [Evaluation Competency Framework](#)
- UNEG (2016) [Norms and Standards for Evaluation \(2016\)](#)
- UNDP (2016) [Social and Environmental Screening Procedure](#)
- UNDP (2014) [Social and Environmental Standards](#)
- UNEG (2014) [Integrating Human Rights and Gender Equality in Evaluations](#)
- UNDP (2013) [Policy on Due Diligence and Partnerships with the Private Sector \(2013\)](#)
- United Nations General Assembly (2016) [Report of the High-level Committee on South-South Cooperation](#)
- United Nations General Assembly (2010) [Nairobi Outcome Document of the High-level United Nations Conference on South-South Cooperation](#)
- United Nations Joint Inspection Unit (2011) [South-South and Triangular Cooperation in the United Nations System](#)
- UN Women (2014) [Gender Mainstreaming In Development Programming](#)

Annex IV: Glossary of Terms (A-Z)

Key Terms	Definition
Core Business	Core business is the company's assets and competencies that create a financial return for the business and its owners.
Due Diligence	Due diligence must be conducted for all partnership modalities, at the earliest stage of partnership initiation. SDGF due diligence follows UNDP's Policy on Due Diligence and Partnerships with the Private Sector
Final Evaluation	Final evaluation must be conducted upon the end of a joint programme by an independent agency. Programme team must ensure budgets are allocated for this activity. This is not necessarily required for other partnership models.
Joint Programme	Joint Programme refers to the partnership modality where SDGF, private sector partner and an average of two to three UN entities co-design, co- create and co- implement a national level programme that tackles one or several SDGs. The core of this innovative mechanism is programme implementation on the country level, under which advocacy and knowledge sharing count as important elements.
Monitoring Report	Biannual monitoring reports must be submitted for monitoring of joint programme implementation. It will focus on the continuous tracking of activities, outputs and the use of resources. This is not necessarily required for other partnership models.
MoU	After SDGF and partner agree in principle to work together, regardless partnership modality, a Memorandum of Understanding should be signed to provide a general framework for exploring and defining areas of collaboration.
MPTF	The Multi-Partner Trust Fund Office is a UN center of expertise on pooled financing mechanisms. It supports development effectiveness and UN coordination through the efficient, accountable and transparent design and administration of innovative pooled financing mechanisms. For more information, consult http://mptf.undp.org/ .
Narrative Report	Narrative reports must be submitted for monitoring of joint programme implementation. Carried out once a year, the narrative report will focus on outcomes and impact orientation. This is not necessarily required for other partnership models.
National Steering Committee	NSC must be endorsed and established at the time of formulation of concept note of a joint programme.
Private Sector	Private Sector defined by UNDP includes: a) for-profit and commercial enterprises of any size, b) corporate foundations, c) business associations, coalitions and alliances (including e.g. chambers of commerce, employers' associations, cooperatives, industry and cross-industry initiatives where the participants are for-profit enterprises), and d) state owned enterprises.
Programme Management Committee	PMC must be endorsed and established at the time of formulation of concept note of a joint programme. It coordinates and manages the programme's implementation partners.

SDG Fund SDGF key governance and management unit. It is represented at the highest level by
Global Steering UNDP, with member states and other stakeholders' participation.
Committee