

TRANSFORMING OUR WORLD

# ToR for the Joint Fund for the 2030 Agenda (the Joint SDG Fund)<sup>1</sup>

## Contents

1. INTRODUCTION	3
2. FUNCTIONS OF THE JOINT SDG FUND	5
3. PROGRAMMATIC SCOPE AND THEORY OF CHANGE	5
4. GOVERNANCE ARRANGEMENTS	6
4.1. Global Governance Mechanisms	6
4.1.1. Strategic Advisory Group	7
4.1.2. Operational Steering Committee	8
4.1.3. Joint SDG Fund Secretariat	10
4.2. Country-level governance arrangements	11
4.3. Fund Administrator	12
4.4. The Participating UN Organizations (PUNOs)	13
5. FUND IMPLEMENTATION	13
5.1. Principles of fund implementation	13
5.2. Project Approval Cycle	14
5.3. Accountability	15
5.4. Contributions	15
6. REPORTING	15
7. MONITORING AND EVALUATION	17
8. AUDIT	18
9. PUBLIC DISCLOSURE	18
10. MODIFICATION AND EXPIRATION OF THE MDTF	19
ANNEX 1: RISK MANAGEMENT LOG	21
ANNEX 2: DETAILED THEORY OF CHANGE	23
ANNEX 3: FUND PROGRAMMATIC ANALYSIS	27
ANNEX 4: RESULTS FRAMEWORK 2019-2023	29
ANNEX 5: LESSONS LEARNED FROM THE DRT-F	34

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<sup>1</sup> For the period 2018-2023. The TOR will be reviewed periodically by the Operational Steering Committee

# 1. INTRODUCTION

The **2030 Agenda for Sustainable Development** calls for a paradigm shift to put the world on a path of sustainable development. The goals respect planetary boundaries and ensure that all people can enjoy the benefits of sustained progress while living in peaceful, just and inclusive societies. To ensure that the implementation of the 2030 Agenda ‘Leaves No One Behind’ the global community must make concerted efforts to meet its financing needs. It is estimated that at current levels of investment in SDG-relevant sectors, developing countries face an annual gap of \$2.5 trillion.

Although an ambitious task, bridging such a financing gap is possible. Adopted at the Third International Conference on Financing for Development (Addis Ababa, Ethiopia, 13-16 July 2015) the [Addis Ababa Action Agenda](#) (the “Action Agenda”, or “AAAA”) provides a global framework for financing sustainable development by aligning financing flows and policies with economic, social and environmental priorities.

Achieving the 2030 Agenda and the Action Agenda will demand a profound change in both policymaking and sustainable development financing. The SDGs have served to highlight the interconnected nature of sustainable development and the need to approach policymaking in a holistic manner. It will be necessary for governments and other stakeholders to identify and trigger those policy levers that can contribute to a smart and accelerated achievement of the integrated SDG agenda at national level. At the same time, to meet the investment needs of the SDGs, the global community needs to move the discussion from “billions” in ODA to the “trillions” in investments of all kinds: public and private, national and international.

Through the **2016 Decision on the Quadrennial Comprehensive Policy Review (QCPR)**, Member States requested a United Nations development system (UNDS) that is better positioned “to support countries in their efforts to implement the 2030 Agenda for Sustainable Development in a coherent and integrated manner”. They also recognized that “this requires a United Nations development system that is more strategic, accountable, transparent, collaborative, efficient, effective and results-oriented”. The 2016 QCPR decision also emphasized the need for well-designed pooled funding mechanisms to support common, cross-cutting UN approaches at country level.

As a follow-up to the QCPR decision, the UNDS, under the leadership of the Deputy Secretary General, is taking steps to ensure a more cohesive and integrated UNDS. Within the broader context of the 2030 Agenda, the Action Agenda and the QCPR, the UNDS has come together to develop a major new initiative that will support Governments to advance the SDGs: *the Joint Fund for the 2030 Agenda*, (herein shortened to the Joint SDG Fund). The Joint SDG Fund will build on the UN’s ability to convene diverse stakeholders and help develop national capacity to work across policy domains in an integrated manner and to stimulate an enabling environment for SDG investments. The substantive focus of the Joint SDG Fund reflects areas in which the UN, as a smart investor, expects to achieve the greatest impact by allocating its resources wisely. The Fund reflects the UN’s financing approach, outlined in the UNDG companion piece,

“Funding to Financing”, including the need to use limited UN resources as a catalyst to influence much larger financing flows.

The Joint SDG Fund is seen by the **Secretary General** as a key piece of the **reform of the UNDS**. The Secretary General referred, in his December 2017 report, to the Joint SDG Fund as the “muscle” for Resident Coordinators and a new generation of United Nations Country Teams to help countries to deliver the SDGs, through catalyzing integrated, transformative policy change and innovative financial investment.

The **General Assembly resolution on the repositioning of the United Nations development system**, in the context of the QCPR, invites Member States to contribute on a voluntary basis to the capitalization of the United Nations Joint SDG Fund for the 2030 Agenda at \$290 million per annum.

The Joint SDG Fund will be a country-focused instrument, supporting priority inter-agency efforts towards joined up implementation on the ground. The Joint SDG Fund approach will focus on the integration of UN Agencies at Country, Regional and Global level, and of a next generation of Resident Coordinators and UN Country Teams with Governments, national stakeholders, and the private sector. By doing so, the Fund will support initiatives that reflect the complexity, inter-dependence, and non-linear nature of the SDGs. Furthermore, it will facilitate bottom-up priorities and social innovation.

The Joint SDG Fund will draw on the multi-sectoral expertise inside and outside the UN to enhance cross-sectoral government approaches to national and sub-national policymaking and policy implementation. The Fund will also help Country Teams create the financing strategies that dramatically increase funding for the SDGs through convening networks and consortia comprised of government, international development banks and the private sector. The Fund will also enable Country Teams to make strategic investments enabled by the UN’s integrated policy work and convening power.

The UNDS recognizes that it will need to use a mix of financing instruments to support the achievement of the SDGs, including UN agency core/assessed resources, agency thematic funds, and other agency-specific non-core resources. The Joint SDG Fund is not intended to replace regular, individual agency specific, SDG targeted and financed activities. Rather, the Fund will complement these resources and activities by: *i*) providing targeted resources for multi-agency initiatives that strengthen national capacities for integrated policy; *ii*) developing a country’s SDG financing ecosystem; *iii*) implementing catalytic SDG programming and investments; *iv*) ensuring effective and sustainable development results **at national and sub-national levels**. The Joint SDG Fund will complement other pooled funding instruments, in particular, the CERF and Peacebuilding Fund (PBF), and further strengthen and accelerate the path to development in weak and fragile states. When the Joint SDG Fund works in the same geographical areas as the CERF and PBF, care will be taken to ensure synergy. In the case of a CERF/ Joint SDG Fund partnership, this will include a focus on the humanitarian-development nexus and resilience building. In the case of a Peacebuilding Fund/Joint SDG Fund partnership, the focus of the Joint SDG Fund will be on ensuring integrated policies are in place and additional capital flows help support a peace dividend. A well-designed, and fully capitalized Joint SDG Fund is expected to reduce fragmentation of policy and financing efforts.

In short, the overall aim of the Fund is to incentivize integrated and transformative policy shifts, and to support the UN’s key role in convening and creating SDG financing strategies, and to then make catalytic investments that enable countries to leapfrog in their development.

## 2. FUNCTIONS OF THE JOINT SDG FUND

The Joint SDG Fund will perform the following functions:

1. ***Identify and activate SDG “accelerators”***: The Joint SDG Fund will identify policy levers, through an integrated and cross-sectoral approach, that unleash rapid progress across different goals and targets, based on data, assessments and analysis carried out by national and international partners;
2. ***Reinforce the SDG financing architecture and ecosystem***: The Joint SDG Fund will support the development of financing strategies for SDG investment. This work will include: *i*) convening and creating networks with partners, including the Government, development banks, institutional investors and the private sector; *ii*) strengthening the capacities of the national and sub-national SDG financing architecture; *iii*) the production of multi-stakeholder financing strategies with the aim of dramatically increasing the scale and improving the focus of SDG investments.
3. ***Catalyze strategic programming and investments***: the Joint SDG Fund will invest in key initiatives that emerge from (1) and (2), and that leverage public and private financing in order to advance the SDGs. These initiatives will provide a demonstration of concept and will be scalable both in country and elsewhere.

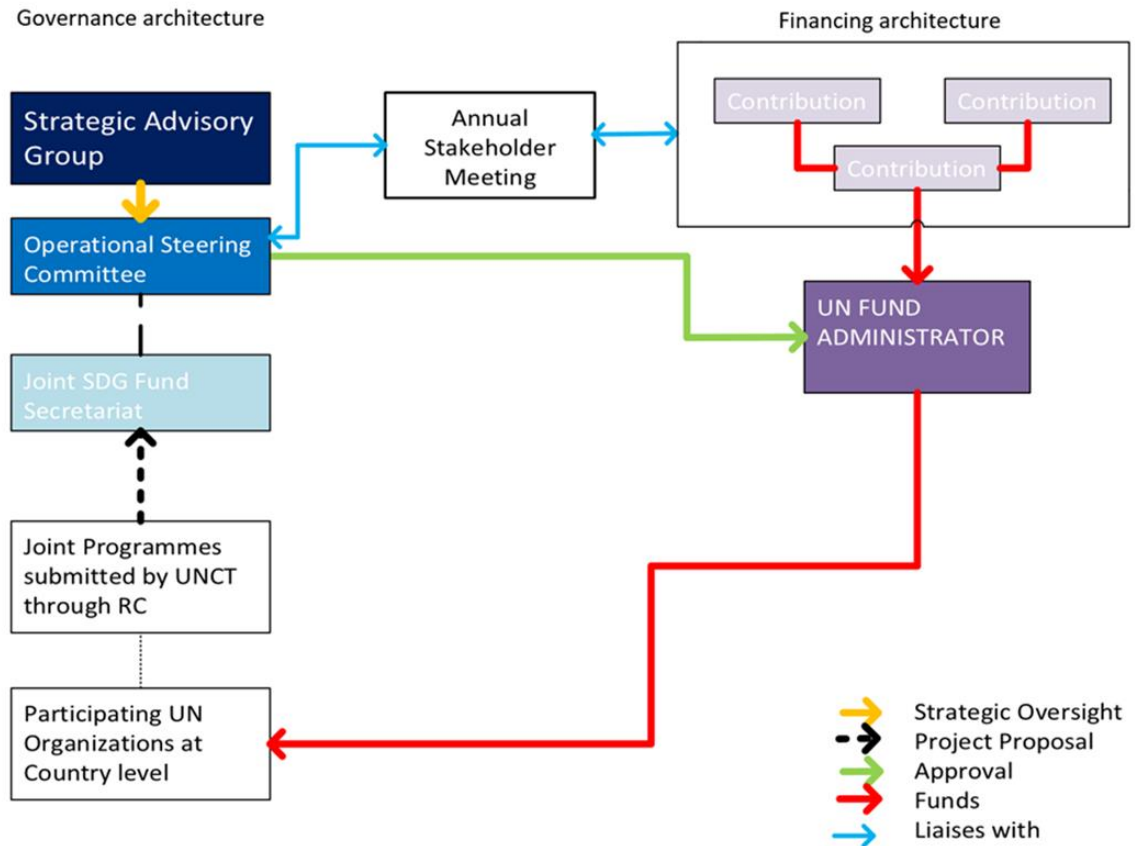
## 3. PROGRAMMATIC SCOPE AND THEORY OF CHANGE

### 3.1. Problem Analysis and Summary of Theory of Change

The UN and development partners have traditionally supported policy development by sector, mandate, or area of specialization. Despite efforts at policy collaboration, country-level work is often affected by inadequate integration within complementary result areas. Furthermore, the challenge of the SDGs require a fundamentally new set of inclusive financing strategies. The UN is uniquely positioned to leverage its convening power to support the development and implementation of financing strategies through a much broader set of partners than it has in the past. If we are to transform billions of dollars into trillions worth of SDG investments, the UN needs to both invest in strategic investments vital to the SDGs, and – working with partners - create new financing models that help us achieve the SDGs faster.

The Joint SDG Fund will operate in three interwoven domains of change: ***unleashing policy accelerators to catalyse integrated, transformative policy change***, developing the ***SDG financing ecosystem***, and ***catalysing SDG programming and investments***. These three domains are closely interlinked. To convert integrated policy change into transformative action these changes must be accompanied by new, more coordinated, more comprehensive financing strategies and catalytic investments.

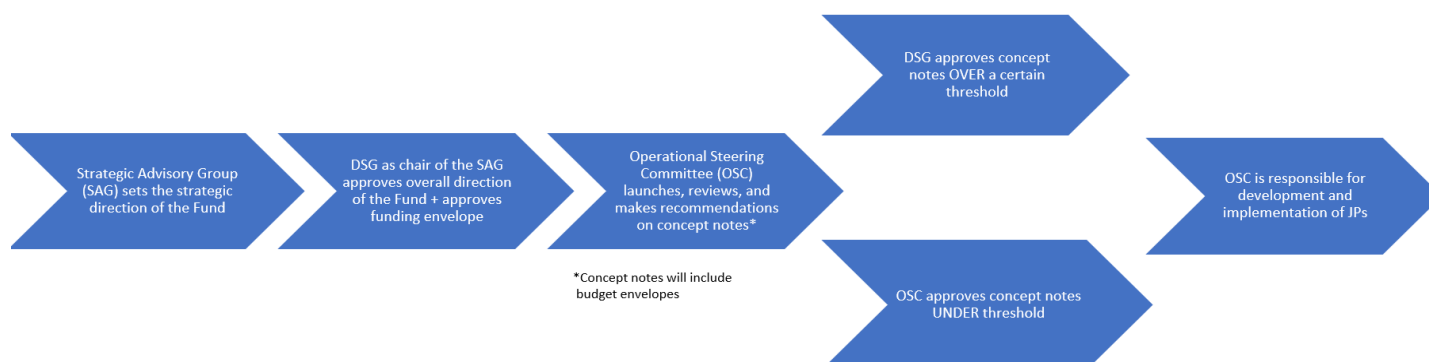
## 4. GOVERNANCE ARRANGEMENTS



### 4.1. Global Governance Mechanisms

In this initial phase the global governance of the Joint SDG Fund consists of a Strategic Advisory Group and an Operational Steering Committee. These governance mechanisms may be amended as the Joint SDG Fund evolves.

## Joint SDG Fund: approval process



### 4.1.1 Strategic Advisory Group

The Joint SDG Fund governance structure is led by the Strategic Advisory Group, which is chaired by the United Nations Deputy Secretary-General and Chair of the UNSDG. The Strategic Advisory Group is the overarching high-level mechanism that will provide leadership, vision and strategic direction. The Strategic Advisory Group acts as a high-level forum that facilitates consultation among stakeholders of the Joint SDG Fund, including the United Nations, partner countries, contributing Member States, the private sector and civil society. The Strategic Advisory Group will recommend strategic priorities and take stock of overall progress.

#### *Roles and responsibilities of the Strategic Advisory Group:*

##### *Strategic direction:*

- Set the strategic direction of the Joint SDG Fund and be accountable for the achievement of the Funds objectives, through adoption of the Terms of Reference<sup>2</sup>.
- Lead efforts to capitalize the Fund, through advocacy and mobilization of investments.
- Provide strategic guidance to the Operational Steering Committee on partnership and fundraising strategies.
- Provide a partnership platform for dialogue, coordination, communication and advocacy among stakeholders, and ensure adaptation of Fund architecture and strategies based on evolving priorities.

##### *Strategic oversight:*

- The Chair of the Strategic Advisory Group will approve concept notes with budgets that exceed an agreed threshold.
- Review the status of the Joint SDG Fund and oversee overall progress:
  - Review the financial status and resource needs of the Joint SDG Fund.
  - Review consolidated Annual and Final Results Reports prepared by the Secretariat.
- Review the Joint SDG Fund's evaluations and oversee the management response.

<sup>2</sup>The current TOR covers 2018-2023.

### *Membership of the Strategic Advisory Group:*

The membership for the Strategic Advisory Group, will consist of the following 20 members:

- a) Largest Contributors to the Fund (8 seats): The eight contributors making the largest financial contribution (on an annual basis)<sup>3</sup> to the Joint SDG Fund will be invited to be members of the Strategic Advisory Group.
- b) Programme Country Member States (7 seats): Seven Member States will be invited to participate in the Strategic Advisory Group. These Member States will cover different country typologies (such as post conflict, SIDS, LICs, humanitarian-development nexus situations) and will ensure regional representation based on being users of the Fund.
- c) Private Sector, Foundation and Civil Society (3 seats): There will be a total of three representatives from the private sector, foundations and civil society who will be invited to attend the Strategic Advisory Group in an observer capacity. This group will be comprised of representatives from the following categories: significant Institutional Investors; Private Foundations or Impact Investors; International Civil Society Organizations or local Civil Society Organizations.
- d) UN Development System (2 seats): The Strategic Advisory Group will include two members of the UN development system – it will be Chaired by the Chair of the United Nations Sustainable Development Group, the Deputy Secretary General, and will include the alternate Chair who is the Vice Chair of the United Nations Sustainable Development Group, the UNDP Administrator.

The volume of contributions and hence the eight largest contributors will be calculated on an annual basis. As a result, the composition of this group may change on an annual basis. The programme country fund user member state seats will rotate on a biennial basis. Principles of membership for all seats will be revisited after two years, to ensure a fair and diverse representation.

The Director of UN DOCO and the Administrative Agent as fund trustee will attend as observers. The individual members should be at an executive decision-making level, and be eminently qualified and recognized as national, regional and/or global leaders on the SDG agenda.

The Strategic Advisory Group will have a quorum when 50 per cent of its members are present. It will meet at least once a year to agree, by consensus, on the strategic direction for the fund. The Strategic Advisory Group may also establish an 8-10 member global Private Sector, Foundations and Civil Society reference group to facilitate regular dialogue.

The Joint SDG Fund Secretariat serves as the Secretariat of the Strategic Advisory Group. Internal rules of procedure of the Strategic Advisory Group will be outlined in the operational guidance, which will be drafted by the Secretariat, with support from the Administrative Agent, and adopted by the Operational Steering Committee.

**Formal Decision-Making Process of the Strategic Advisory Group:** The Joint SDG Fund Secretariat will circulate the minutes and proposed actions arising from meetings of the Strategic Advisory Group, The Chair shall make a decision on the proposed actions within a maximum of five business days.

#### **4.1.2 Operational Steering Committee**

Under the direction of the Strategic Advisory Group, the Operational Steering Committee ensures effective and efficient management and coordination of operational and technical aspects of the Joint SDG Fund. The Operational Steering Committee will ensure that the Joint SDG Fund remains fast and light and able

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<sup>3</sup> This will be calculated yearly on December 31st, though Funds received in the two previous calendar years and signed pledges for the following calendar year, except for the first year, in which pledges alone will be counted.



to respond to country needs through Resident Coordinators and UNCTs, in a timely way. The Operational Steering Committee and secretariat should be able to draw on the technical expertise from across the UNDS.

Based on the strategic direction set by the Strategic Advisory Group, the Operational Steering Committee will oversee calls for concepts. Concepts submitted above the agreed threshold will be approved by the Chair of the Strategic Advisory Group. The Operational Steering Committee will oversee the development of full proposals and agree budgets for fund allocation. Based on allocation decisions by the Operational Steering Committee the Secretariat will request the transfer of funds from the Administrative Agent to Participating United Nations Organizations, subject to United Nations regulations, rules, policies and procedures.

#### *Roles and responsibilities of the Operational Steering Committee:*

- Oversees the call for and development of *concept notes*, based on the strategic direction set by the Strategic Advisory Group (SAG), and approves concept notes with budgets *under* agreed threshold.
- Makes recommendations to the Chair of the SAG on concept notes with budgets *above* the threshold.
- Oversees the development and implementation of *joint programmes* following from the concept notes.
- Approves the operational guidance that complements the Terms of Reference (ToR). The operations manual may be amended as needed by the Operational Steering Committee.
- Monitors the performance of joint programmes.
- Reviews any joint programme revisions of more than 25 per cent of the value of the budget or programmatic revisions that significantly change the scope, objectives, strategy or priorities of an approved joint programme.
- Endorses direct costs budgets, specifically those related to the Secretariat and any support operations, evaluations and audits.
- Monitors financial management of funded initiatives.
- Ensures lessons learned are distilled and fed into relevant wider policy discussions.
- Reviews annual/final consolidated narratives and financial reports submitted by the Secretariat.
- Regularly reviews the risk-monitoring matrix and ensures identified risks are addressed.
- Agrees upon evaluation plans of joint programmes and commissions.

#### *Membership of the Operational Steering Committee:*

Membership will include Representatives from five United Nations organizations at the senior decision-making level. The Operational Steering Committee will be chaired by UNDP. The Fund's Secretariat and the Administrative Agent will be ex-officio members of the Operational Steering Committee.

The Operational Steering Committee will meet quarterly, or more frequently as required, arriving at decisions through consensus. A summary note of the decisions made will be shared with the Chair of the Strategic Advisory Group. In case of non-consensus, recommendations can be made by the chair taking into consideration the views of the members. The Operational Steering Committee will have a quorum when the chairs and at least fifty percent of its other members are present. Internal rules of procedure of the Operational Steering Committee will be included in the operations manual and take into consideration the formal decision-making process.

UN organization membership on the Operational Steering Committee will be on a staggered rotational basis, specifically, at least two members of the Operational Steering Committee will serve for three years, with

three years being the maximum length of time for any board member. There will always be at least two UN organizations with significant country-level operational presence as Operational Steering Committee members.

The Operational Steering Committee will also convene an annual stakeholder event, as a larger partnership and dialogue forum on the Joint SDG Funds focus areas and results.

#### 4.1.3. Joint SDG Fund Secretariat

The operational coordination and technical support unit for the Joint SDG Fund will be the Joint SDG Fund Secretariat. The Secretariat will be operationally focused, provide quick turn-arounds and get things done. The secretariat will require strong capacity to ensure effective and efficient management of the Fund. The Joint SDG Fund Secretariat will be hosted by UN DOCO.

The Joint SDG Fund Secretariat provides operational and administrative support to the Strategic Advisory Group and Operational Steering Committees. It is responsible for the coordination and day-to-day management of the Joint SDG Fund. The Secretariat provides quality assurance over the implementation of the fund and coordinates meetings. It facilitates collaboration and communication between the governance bodies, participating United Nations organizations, and the Resident Coordinators and UNCTs.

A primary role of the Joint SDG Fund Secretariat is to support the submission of country-level programme proposals to the Operational Steering Committee, and to ensure they have been developed in accordance with agreed-upon joint programme submission guidelines and criteria specified in the Operations Guidance that has been developed in accordance with United Nations Sustainable Development Group (UNSDG) standards. The Joint SDG Fund Secretariat will be responsible for reporting on the implementation of funded joint programmes through periodic progress updates (which include consolidated annual narratives and financial reports) received from Participating United Nations organizations. The Secretariat will present an overview of progress to the Strategic Advisory Group, Operational Steering Committee and Annual Stakeholder meeting and ensure that lessons learned feed into relevant wider United Nations reform discussions.

The Secretariat will perform the following functions:

- Act as liaison between the chairs of the Joint SDG Fund Strategic Advisory Group and Operational Steering Committee, UN Resident Coordinators/UNCTs, the Joint SDG Fund Administrative Agent and UNDG mechanisms.
- Provide logistical and operational support to the Strategic Advisory Group and Operational Steering Committee.
- Prepare consolidated narrative reports on Fund progress, in accordance with the agreed results framework and indicators.
- Consolidate narrative reports with the financial report provided by the Administrative Agent.
- Facilitate learning and knowledge management including but not limited to analytical reports, reviews, studies, seminars.
- Compile country and Fund level baseline data for inclusion in the results framework and facilitate annual progress reviews against the indicators.

- Organize annual review meetings and preparation of information, data and reports to enable the assessment of overall progress made against the agreed Joint SDG Fund indicators, funding situation, and in-depth assessment of selected country cases.
- Ensure the monitoring of operational risks and Joint SDG Fund performance.
- Liaise with the Administrative Agent on fund administration issues.
- Facilitate independent evaluations on the overall performance of the Fund as directed by the Strategic Advisory Group and Operational Steering Committee.
- Organize calls for the submission of potential funding concept notes.
- Review submitted concept notes with PUNOs and external experts and approve allocation of seed funding for the development of full project proposals, within budget approval by the Operational Steering Committee
- Support the development of quality project proposals with PUNOs, including facilitating linkages between UNCT's and substantive policy experts at regional and global level.
- Facilitate the submission of countries' full project proposals to the Operational Steering Committee.
- Support the implementation of approved projects with support from PUNOs and other participating partner entities.
- Monitor project closure.
- Contribute to develop partnerships within the UNDS and beyond that can be leveraged to support the implementation of projects funded by the Joint SDG Fund.
- Support outreach, communication and resource mobilization activities.

#### 4.2 Country-level governance arrangements

The Resident Coordinator will be responsible and accountable for the conception, strategic planning, and oversight of programmes funded through the Joint SDG Fund.

Access to the Fund would require the participation of a minimum of two UNCT member entities in a joint programme or initiative. The participating agency lead, designated in the proposal, would be accountable to the Resident Coordinator for the results and resources provided through the Fund.

At the country level, management of Joint SDG Fund resources will be guided by the principles of national ownership in support of national priorities and will be embedded in the new generation of UNDAFs. This is hence within the UN's central planning and implementation framework at country level, under the leadership of the Resident Coordinator, who will have enhanced authority to ensure alignment of the resources received from the Joint SDG Fund with national development priorities.

The Participating UN Organizations that received Joint SDG Fund resources will assume full programmatic and financial accountability for these resources, as outlined in the existing legal agreements (MOU and SAA).

While precise governance arrangements will vary from one UNCT to another, the country-level governance architecture of all Joint SDG Fund supported programmes may include the following elements:

1. UNDAF Results Groups: The Joint SDG Fund is expected to contribute directly to the achievement of national policy in support of the SDGs as indicated in national UNDAF outcomes. As such, UNDAF Results Groups may provide strategic direction and oversight to programmes supported by the Joint SDG Fund for the 2030 Agenda.
2. Joint Programme Steering Committee: All joint programmes funded by the Joint SDG Fund for the 2030 Agenda are governed by the authority of a Joint Programme Steering Committee. The Steering Committee will be responsible for implementation, coordinating inputs, fiduciary and management oversight, and facilitating collaboration between PUNOs and host governments. It will include senior managers of all signatories of the joint programme document.

In order to improve alignment of funding at country level, and to enable a new generation of Resident Coordinators to shape country-based programming, aligned with the UNDAFs, UNCTs will be encouraged to set up a country-based SDG financing instrument (“Country level SDG Fund”), managed locally and in line with the Joint SDG Fund Theory of Change, that would allow RCs to mobilize flexibly deployable funding<sup>4</sup>.

#### 4.3. Fund Administrator

The Fund will be administered by the Multi-Partner Trust Fund Office (MPTF Office), acting as the Administrative Agent (AA) (<http://mptf.undp.org>). The AA will be entitled to allocate an administrative fee of one percent (1%) of the amount contributed by each donor, to meet the costs of performing the AA’s standard functions as described in the MOU.

The MPTF Office is responsible for Fund design and set-up, maintenance of the Fund account, receipt of donor contributions, and disbursement of funds upon instructions from the Operational Steering Committee, and provision of periodic consolidated reports.

The key responsibilities of the Joint SDG Fund Administrative Agent include:

- Concluding a Memorandum of Understanding (MOU) with the Participating UN Organisations and Standard Administrative Arrangements (SAAs) with contributing partners.
- Receipt, administration, and disbursement of funds to PUNOs according to the instructions of the Operational Steering Committee, financial reporting and consolidation.

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<sup>4</sup> The Multi Partner Trust Fund Office, and UN DOCO, will identify, on a case by case basis, the most appropriate administrative set-up for the country level SDG Fund. Based on the resources mobilized, and on the scope of the interventions planned, the country level SDG Fund could be set up as window under the global Joint SDG Fund, or as a stand-alone fund.

- Disbursal of funds to the Secretariat for direct costs based on the decision of the Operational Steering Committee.
- Holding the Joint SDG Fund in the MPTF ledger account until such time that the Operational Steering Committee directs the Fund Administrator for disbursement. The amount distributed to the specific fund, project or programme shall be communicated by the Operational Steering Committee to the Fund Administrator.
- Preparation of and communication to the Strategic Advisory Group and Operational Steering Committee, through the Secretariat, the annual and final Fund Source and Use of Funds' statements.
- Notifying the Strategic Advisory Group and Operational Steering Committee and donors on the availability of the Consolidated Financial and Narrative Reports and Sources and Use of Fund's statements.
- Undertaking the financial closure of the Joint SDG Fund.

#### 4.4. The Participating UN Organizations (PUNOs)

Participating UN Organizations are responsible for providing inputs to the review of concept notes and full project proposals, and for implementing activities set forth in approved proposals.

Participating UN Organizations sign a Memorandum of Understanding with the MPTF Office.

Each Participating UN Organization shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each Participating Organization shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each Participating Organization in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

## 5. FUND IMPLEMENTATION

### 5.1. Principles of fund implementation

The Joint SDG Fund will be open to all UNCTs. Proposals will be submitted by UN country teams through the UN Resident Coordinator on behalf of the participating agencies based on planned results reflected in the UNDAF. The Joint SDG Fund may also fund global and multi-country initiatives that directly contribute to the fund results matrix. Fund implementation will be guided by the following principles:

- Funding eligibility: Funding may be provided to any country or thematic area, recognising that the UN's policy and financing expertise can add value in a wide range of country settings.

- Development effectiveness, national priorities and UNDAF-relevance: The Joint SDG Fund will leverage the UNDAF process, particularly supporting UNDAF rollout countries that require investment in priority areas and support in SDG implementation. All proposals are to be aligned with national priorities and the UNDAF, and coordinated with other relevant development activities.
- Competitive funding allocation: Where appropriate, funding will be awarded on a ‘competitive’ basis, with proposals being assessed based on their relevance and quality, with special attention on inter-sectoral and catalytic elements.
- Multi-year funding: The Joint SDG Fund will support multi-year initiatives to give sufficient time for partnerships to be established, key stakeholders to be engaged, and policy work and innovative financing efforts to demonstrate results.
- Multi-level funding: While the fund is managed and disbursed globally, and unearmarked contributions are preferred, donors may earmark funding at the thematic or regional level.
- Fund management and implementation support: Projects receiving funding will benefit from support in project design, implementation, monitoring and reporting from the Joint SDG Fund Secretariat, as well as from the policy advisory services of PUNOs.
- Joint programmes: Activities supported by the Joint SDG Fund are expected to be implemented through joint programmes, with two or more PUNOs (unless this is not feasible, due to country-specific conditions) and meet criteria set forth by the Strategic Advisory Group and Operational Steering Committee (note: unless it is not feasible due to country-specific conditions, joint programmes should be implemented following the UNDG guideline note on Joint Programmes).

## 5.2. Project Approval Cycle

The Joint SDG Fund application process will start with the issuance of a “call for concept notes” from the Strategic Advisory Group through the Secretariat.

UN Resident Coordinators may submit a concept note to the Secretariat. When appropriate proposals will be solicited through a competitive funding round methodology. Concept note submissions can also include a request for complementary seed funding to develop a full project document. The concept note will outline the idea for the project and its link to UNDAF outcomes. Upon review and selection of the concept note by the Strategic Advisory Group or their delegate, UNCTs will have six months to submit the full project document which should also include a robust risk assessment, and a risk log to manage anticipated exigencies. The Fund Secretariat and PUNOs will be available to support those selected UNCTs with the development of the final project document, in line with the objectives of the Fund, the National Development Plan, the UNDAF and the SDGs.

The project document will be reviewed by the Secretariat, with support from PUNOs, who will engage substantive policy experts from within and outside the UNDS for proposal review. The Secretariat will make a recommendation to the Operational Steering Committee on the suitability of each proposed project document. The Operational Steering Committee Body will be ultimately responsible for funding recommendations and will notify the UN Resident Coordinator, through the Secretariat, accordingly. The Operational Steering Committee may in some cases, directly fund ready-to-go joint programmes that meet the criteria without first funding concept notes.

### 5.3 Accountability

Each Participating Organization shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each Participating Organization shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

### 5.4. Contributions

Contributions to the Joint SDG Fund may be accepted from governments of Member States of the United Nations or from intergovernmental or non-governmental organizations, and/or from private sources. Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system-wide guidelines on cooperation between the UN and the Business Community.

In support of the overarching aim of the Joint SDG Fund, and in order to ensure maximum flexibility and adaptation to priorities, donors to the Fund are encouraged to contribute with multi-year pooled/ un-earmarked resources. However, if this is not possible, earmarking at the thematic or regional levels will be accepted.

Contributions to the Joint SDG Fund may be accepted in fully convertible currency. Such contributions shall be deposited in the bank accounts designated by UNDP. The value of a contribution-payment, if made in other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. The MPTF Office charges a standard one-time fee of 1% for pass through services of UN pooled funds, which will be deducted from the contributions to the Joint SDG Fund at the time they are deposited.

## 6. REPORTING

The Resident Coordinator will report to the Secretary-General and to the host Government on the implementation of the United Nations Development Assistance Framework, including the joint results achieved through the Joint Programmes funded by the Joint SDG Fund.

Reporting on the Joint SDG Fund will be results-oriented and evidence based. Annual and final narrative reports of country-level interventions will compare actual results with expected results at the output and outcome level (linked to SDG targets and indicators), as outlined in the joint programme documents, and explain the reasons for over or underachievement. The final narrative report will also contain an analysis of how the outputs and outcomes have contributed to the overall impact in terms of SDG acceleration. The financial reports will provide information on the use of financial resources against the outputs and outcomes in the agreed results framework and will be linked to SDG targets.

To facilitate monitoring and evaluation reporting of resources allocated by the Joint SDG Fund, PUNOS will be required to disclose complementary funding received from other sources for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives.

Each Participating UN Organization will provide the Convening/ Lead Agent with the following narrative reports prepared in accordance with the reporting procedures applicable to the Participating UN Organization concerned, as set forth in the Joint Programme Document, as agreed by the global governance structure.

- Annual narrative progress reports, to be provided no later than three (3) months (31 March) after the end of the calendar year; and
- Final narrative reports, after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than four months (30 April) after the end of the calendar year in which the operational closure of the activities in the Joint Programme Document occurs.

The Convening/ Lead Agent will compile the narrative reports of PUNOs concerned and submit a consolidated annual report to the Joint SDG Fund secretariat, through the Resident Coordinator. The Resident Coordinator will use this to report to the Secretary-General and to the host Government on the implementation of the United Nations Development Assistance Framework, including the joint results received through the Joint Programmes funded by the Joint SDG Fund.

The Participating Organisations shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures:

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



The Secretariat will prepare consolidated narrative progress and financial reports (based on the narrative reports received from the consolidated by the Secretariat and the financial report consolidated by the Administrative Agent) and will provide these reports to the Administrative Agent who will provide these to each donor that has contributed to the Joint SDG Fund Account, as well as the Strategic Advisory Group and Operational Steering Committee, in accordance with the timetable established in the Administrative Arrangement. The narrative report will include lessons learned and highlight both challenges and achievements from the implementation of the initiatives supported by the fund, as well as the functioning of the fund itself as outlined in the TOR. The reports will include important findings and recommendations from analyzing the project portfolio and results in relation to potential SDG impact, including how different segments of the population (may) benefit from the interventions. Data should be disaggregated by sex. The report will also describe how the fund contributes to reducing fragmentation of the UN's policy and financing efforts and their respective transaction costs, addressing unproductive competition, facilitating scale and partnerships and providing incentives for pursuing system-wide priorities, strategic positioning and coherence to achieve national SDG commitments. The Secretariat may from time to time use other available data and conduct or commission focus studies/reviews to collect experience.

The Administrative Agent will also provide the donors, the Strategic Advisory Group and Operational Steering Committee, and Participating Organizations with the following statements on its activities as Administrative Agent:

- a. Certified annual financial statement ("Source and Use of Funds" as defined by UNDG guidelines) to be provided no later than five months (31 May) after the end of the calendar year; and
- b. Certified final financial statement ("Source and Use of Funds") to be provided no later than seven months (31 July) of the year following the financial closing of the Fund.

Consolidated reports and related documents will be posted on the websites of the Joint SDG Fund and the Administrative Agent (<http://mptf.undp.org>).

## 7. MONITORING AND EVALUATION

MDTF monitoring and evaluation arrangements are in line with the standard UNDG MOU/SAA. The monitoring and evaluation of the Joint SDG Fund will be based on achievements in relation to results expressed in project documents, UNDAFs and the SDG indicators.

The monitoring and quality assessment will be undertaken by the Operational Steering Committee, with the support of the Joint SDG Fund Secretariat. The UNCTs receiving funding allocations from the Joint SDG Fund must submit data, information, and quality/timely reports as required by the Strategic Advisory Group and Operational Steering Committee for the purpose of monitoring and evaluation.

An independent evaluation report to assess the progress of the Joint SDG Fund will be conducted in 2021.

### **Annual Stakeholder Meeting**

An annual meeting with key stakeholders, including all donors to the fund, will be conducted prior to, or in direct conjunction with the Operational Steering Committee. This meeting will review progress and discuss significant changes in circumstances and major risks including any substantive revisions to the Fund. The annual review meetings will be undertaken under the leadership of the Operational Steering Committee and will focus on the overall progress the Fund made against the SDGs, progress against the Joint SDG Fund's results framework, the funding situation, challenges in implementing the TOR for the Joint SDG Fund and possible needs for adjustments as well as an in-depth assessment of selected country cases. Key stakeholders will receive the annual report and all other documentation three weeks prior to the annual meeting and be invited to provide comments, questions and recommendations. The secretariat will prepare and convene the meeting. All SAA signatories to the fund will be invited to participate. Also a limited number of partner countries will be invited, with priority given to countries relevant for the case studies selected. Depending on the agenda for a particular annual meeting, it may also be considered to invite major donors to other relevant SDG funding.

## **8. AUDIT**

The Administrative Agent and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules and, in accordance with the Framework for Joint Internal Audits of UN Joint Activities which has been agreed to by the Internal Audit Services of Participating UN Organizations and endorsed by the UNDG in 2014. Joint audits will be conducted, as appropriate.

## **9. PUBLIC DISCLOSURE**

Each Participating Organization will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other Participating Organizations. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, Participating Organizations, the AA, and any other relevant entities. In particular, the AA will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

The AA, in consultation with the Participating Organizations, will ensure that decisions regarding the review and approval of the Joint SDG Fund, periodic reports on the progress of implementation of the Joint SDG Fund, or associated external evaluations are posted, where appropriate, for public information on the website of the Joint SDG Fund and the AA (<http://mptf.undp.org/>). Such reports and documents may include approved programmes and programmes awaiting approval, funding levels, annual financial and progress reports, and external evaluations, as appropriate. Transparency of the Fund will be ensured by its inclusion in the MPTFO's online Gateway which can be publicly accessed.

## 10. MODIFICATION AND EXPIRATION OF THE MDTF

The present Terms of Reference may be modified at any time by the Operational Steering Committee.

The Joint SDG Fund will be able to establish thematic, country and multi-country-based windows. Detailed guidelines will be approved by the Operational Steering Committee including criteria, thresholds and management arrangements. Thematic and multi-country windows shall help to nurture a variety of partnership platforms at global, multi-country and national levels enabling diverse institutions to support member States to address significant trends in a more coordinated manner. The UNCTs will be able to draw upon the technical resource of these partnerships to assist governments and other non-State actors promote integrated approaches to sustainable development. The thematic windows will also enhance resources mobilization for the fund, particularly from donors that have these themes as strategic priorities. They will address cross-cutting issues in a holistic manner, while reducing donor fragmentation, bolstering inter-agency coordination and enhancing medium to long term country-led planning processes for more resilient results.

Country based Joint SDG Funds, complimented from global funding from the Joint SDG Fund, Peacebuilding Fund and other pooled funds will focus on the highest priority items, that can accelerate progress towards the SDGs through integrated policy and SDG financing. The Country based Joint SDG Funds will serve as an ‘integrator’ which promotes joint strength of UN Country Team towards the achievement of UNDAF results, and country-led SDG actions overall, in close coordination with national stakeholders.

The last date to transfer funds to Participating Organizations will be 31 December 2029. Completion of all operational activities will be 30 June 2030, in alignment with the timelines established by Member States to implement the 2030 Agenda. The dissemination of the final narrative report will be 30 June 2031.

All PUNOs will provide certified final financial reports on financially closed projects by 31 May 2032, or no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the approved programmatic document occurs, or according to the period specified in the financial regulations and rules of the Participating UN Organization, whichever is earlier.

The dissemination of the certified final financial statement (“Source and Use of Funds”) is to be provided no later than 31 July 2033; that is, seven months after the end of the calendar year in which the financial closing of the Joint SDG Fund occurs.

The Joint SDG Fund will terminate upon completion of all programmes funded through the Joint SDG Fund and after satisfaction of all commitments and liabilities. Notwithstanding the completion of the initiatives financed from the Joint SDG Fund, any unutilized balances will continue to be held in the Joint SDG Fund account until all commitments and liabilities incurred in implementation of the projects/programmes have been satisfied and project activities have been brought to an orderly conclusion

The Strategic Advisory Group will decide on the use of any unutilized balance of the Joint SDG Fund. Any balance remaining in the Joint SDG Fund Account, upon closure of the Joint SDG Fund, will be used for a purpose mutually agreed upon, or returned to the Donor(s) in proportion to their contribution to the Fund as agreed upon by the donor(s) and the Strategic Advisory Group and Operational Steering Committee.

## ANNEX 1: RISK MANAGEMENT LOG

The following risk ranking matrix captures the hierarchy of risks, allowing an assessment of the most appropriate responses to the identified risks, particularly to those risks most likely to impede success (very high and high).

**Probability/likelihood:** Very Likely (5), Likely (4), Possible (3), Unlikely (2), Rare (1)

**Impact:** Insignificant (1), Minor (2), Moderate (3), Major (4), Extreme (5)

#	Description	Type	Impact/Probability	Countermeasures / Management response	Owner
1	The Joint SDG Fund is not able to mobilize sufficient resources from contributors to reach optimal operational levels	Financial Political Strategic	1. The Fund operates below full capacity <b>Probability: 3 / Impact: 3 = Moderate</b> 2. The fund is unable to generate sufficient revenue to cover secretariat costs <b>Probability: 3 / Impact: 3 = moderate</b>	1. Build consensus among participating UN agencies of the importance of the fund, to present strong UN-wide ownership message to potential donors. 2. Resource mobilization plan developed and implemented by Strategic Advisory Group and Operational Steering Committee 3. Adjust disbursement targets to reflect available resources.	JF SAG JF OSC JF Secretariat
2	Weak involvement of participating UN organizations (PUNOS) in Joint SDG Fund	Programmatic Strategic	1. The Fund is unable to draw from system-wide expertise to develop and deliver quality integrated policy services <b>Probability: 3 / Impact: 3 = moderate</b> 2. The Fund is unable to achieve its objective of greater UN coherence <b>Probability: 1 / Impact: 2 = low risk</b>	1. Ensure full buy-in and engagement of PUNOs at senior and technical levels throughout Joint SDG Fund implementation phases by ensuring: a. Robust financial incentives for PUNOs engagement b. Drawing on expertise of HQ and Regional policy support	JF OSC JF Secretariat
3	Fund implementation is delayed due to decisions and changes introduced by government counterparts	Contextual Programmatic Political	3. JP implementation is delayed <b>Probability: 3 / Impact: 4 = high risk</b> 4. Joint SDG Fund funds remain unspent <b>Probability: 3 / Impact: 4/ = high risk</b>	1. Ensure regular communication with relevant government officials through JP Steering Committee. 2. Installment of payments based on progress towards WP milestones. 3. Undertake rigorous monitoring and MTR of JP to ensure that existing program implementation framework is still appropriate and necessary adjustments incorporated	JP National St.Com. JF Secretariat JP National St.Com.
4	Fund implementation is delayed due to constraints with PUNOS	Programmatic Operational Regulatory	1. JP implementation is delayed <b>Probability: 3 / Impact: 4 = high risk</b> 2. Joint SDG Fund funds remain unspent	1. Installment payments based on progress towards WP milestones 2. Operational Steering Committee is kept informed of JPs that fall behind milestones so that funds can be	JF Secretariat JF Secretariat JP National St.Com.

#	Description	Type	Impact/Probability	Countermeasures / Management response	Owner
			<b>Probability: 3 / Impact: 4 = high risk</b>	<ul style="list-style-type: none"> <li>reallocated to different programmes if necessary</li> <li>3. Ensure strong oversight from UNDAF Results Group</li> <li>4. Undertake rigorous monitoring and MTR of JP to ensure that existing program implementation framework is still appropriate and needed adjustments are incorporated</li> <li>5. Ensure direct linkage of JP to UNDAF (and CPD) outcomes</li> <li>6. Ensure HQ and Regional policy support by participating agencies</li> </ul>	<ul style="list-style-type: none"> <li>UN Results Group</li> <li>JF OSC</li> </ul>
5	Fund implementation is delayed due to constraints with implementing partners	Programmatic Operational Regulatory	<ul style="list-style-type: none"> <li>1. JP implementation is delayed <b>Probability: 3 / Impact: 4 = high risk</b></li> <li>2. Joint SDG Fund funds remain unspent <b>Probability: 1 / Impact: 2</b></li> </ul>	<ul style="list-style-type: none"> <li>1. Installment payments to JPs on meeting WP milestones.</li> <li>2. Ensure strong oversight from UNDAF Results Group</li> <li>3. Ensure regular monitoring of JP implementation so issues can be addressed from early stages.</li> <li>4. Ensure strong project management capacity of JP</li> </ul>	<ul style="list-style-type: none"> <li>JF Secretariat</li> <li>UN Results Group</li> <li>JP National St.Com</li> <li>JP National St.Com</li> </ul>
6	JP and UNDAF Results undermined due to poor quality of policy support provided through JP	Programmatic Institutional	<ul style="list-style-type: none"> <li>1. Quality of JP and UNDAF results undermined <b>Probability: 3 / Impact: 5 = high risk</b></li> <li>2. Joint SDG Fund reputation is compromised <b>Probability: 3 / Impact: 4 = high risk</b></li> </ul>	<ul style="list-style-type: none"> <li>1. PUNOS ensure critical minimum in-country policy capacity</li> <li>2. Strong, 'back office' policy support in JF Secretariat</li> <li>3. Effective regional and HQ policy support network of participating UN agencies to the JP</li> <li>4. Strong partnerships with global, regional and national policy experts</li> </ul>	<ul style="list-style-type: none"> <li>PUNOs</li> <li>Operational Steering Committee</li> <li>JF Secretariat</li> <li>JF Secretariat</li> </ul>
7	Joint SDG Fund JP funding is mis-managed	Programmatic Institutional Operational	<ul style="list-style-type: none"> <li>1. Joint programme compromised and potentially put on hold <b>Probability: 1 / Impact 5 = high risk</b></li> <li>2. Joint SDG Fund, UNCT and UN's reputation is compromised <b>Probability: 1 / Impact 5 = high risk</b></li> </ul>	<ul style="list-style-type: none"> <li>1. Strong project management capacity in JP</li> <li>2. Strong oversight by JP Steering committee</li> <li>3. Disclosure of information according to IATI standards. In addition to publishing information on the JF website, information should be shared broadly at country level.</li> <li>4. JP management closely follows operational policies and procedures of managing agent and participating agencies</li> </ul>	<ul style="list-style-type: none"> <li>JP National St Com</li> <li>JP National St Com</li> <li>PUNOs</li> </ul>

## **ANNEX 2: DETAILED THEORY OF CHANGE**

### **Rationale**

Traditionally, the United Nations (UN) and development partners have supported policy development by sector, mandate, or area of specialization. The 2030 Agenda for Sustainable Development requires an integrated approach to the Sustainable Development Goals (SDGs) that cuts across sectoral and institutional domains. To achieve the SDGs it is essential to integrate social, economic and environmental aspects, and incorporate the 5Ps (People, Prosperity, Planet, Peace and Partnerships). For accelerated progress towards the SDGs, thoughtful changes need to be made in policy and financing, and governments must engage with key stakeholders to jointly develop and implement the integrated 2030 Agenda. Moreover, a fundamentally new set of inclusive financing strategies and frameworks is required. The Addis Ababa Action Agenda (AAAA) provides a global framework for financing sustainable development— by aligning financing flows and policies with economic, social and environmental priorities. To transform billions of dollars into SDG investments worth trillions, we need new financing models, strategic investments, and national SDG partnerships, while safeguarding international norms and standards and mainstreaming the principle of Leaving No One Behind.

To be successful, we must improve the ways in which the UN’s convening power is used for supporting integrated policy solutions and financing strategies. The UN must build on its role and experience as a neutral and credible partner to secure national ownership and leadership, and to facilitate capacity development of national governments as the main lever for achieving the SDGs. For this to happen, the UN has to change the way it works and promotes more systemic and catalytic change. Despite improved collaboration across organizations and sectors, work at the country-level is often fragmented, with partners compartmentalizing issues into ‘silos’ or competing for resources and access to policy arenas. This represents a challenge for UN Country Teams, that should instead be integrating programming and implementation, facilitating the development of integrated mechanisms, boosting the capacity of domestic stakeholders, and nurturing new and existing partnerships with traditional and non-traditional actors at global, regional, and local levels.

Given the current pace of policy reforms, accelerated efforts are essential. An integrated UN approach to the SDGs should include funding and technical support to UN Country Offices (led by the UN Resident Coordinator) and national and sub-national partners for the development of integrated policies and financing solutions that accelerate progress on the SDGs. Support should be accompanied by pooling expertise across the UN Development System to address specific, contextual SDG challenges. By working more closely together with a strategic focus on priorities, the UN can improve its support to national stakeholders. This must also involve supporting the capacity development of national authorities for policy change and systemic transformation that, in cooperation with relevant national partners, promote behavioral and systems change and increases the investments that lead to the achievement of the SDGs.

### ***Strategic response***

The Joint SDG Fund is designed specifically to support accelerated catalytic change towards the SDGs at national level. It complements existing funding mechanisms by providing specific added value based on the UN’s comparative advantage in enabling transformative actions on the SDGs through linking integrated policy and financing, and balancing between the social, economic and environmental aspects of sustainable development. The Joint SDG Fund will incentivize collaboration among UN Country Team under the

leadership of the UN Resident Coordinator in order to support an integrated approach to the SDGs at the country-level and leverage the convening and partnership development role of the UN. This will further help bring together and improve collaboration among diverse stakeholders and development partners, and improve the synergy between their individual efforts and initiatives.

To strengthen the capacity of country-led SDG actions on integrated policy and financing, the Joint SDG Fund will ensure that supported programmes are embedded in UNDAFs<sup>5</sup> and enhance national ownership, leadership and capacities. UN Country Teams will be responsible for strategic coordination and effective collaboration with domestic and international partners and help to build new coalitions around SDG policy and financing. Programmes will mainstream human rights, gender, youth, and environment, and operationalize the principle of Leaving No One Behind. This is particularly relevant for promoting innovation, but at the same time safeguard international norms and standards. Aside from providing funds to joint programmes at the country level, the Joint SDG Fund will pool expertise across the UN Development System and create strategic partnerships within and outside the UN at global, regional and local levels<sup>6</sup>.

The focus will be on improving collaboration within UN Country Teams (under the leadership of UN Resident Coordinators), which will be done through demand-driven and context-specific joint programmes designed and delivered by the stakeholders involved. Programmes will support the development of mechanisms for integrated policy and financing that reflect the interdependent nature of the SDGs. Increased cohesion of policy and development results - accompanied by the focus on levers for systemic change and catalytic finance and investment – is expected to lead to accelerated accomplishment of the SDGs at the national level, which will contribute to the accomplishment of the SDGs at the global level.

The overarching justification for the Joint Fund for the 2030 Agenda is to strengthen national capacities for country-led processes and actions in line with the 2030 Agenda, by supporting integrated approaches to multi and cross-sectorial policies that accelerate the process of achieving the SDG. The underlying assumption is that the combination of integrated transformative policies and leveraging of resources from a variety of partners will help national governments and national institutions develop sustainable solutions that may expand the scale and the scope of their interventions and investments for achieving the SDGs. The second assumption is that the UN, at this point in time, is better positioned to support governments and relevant partners due to, amongst others, the new country and global dynamics based on the 2030 Agenda, the UN Country Teams' accumulated experience in joint programming, the next generation of UNDAFs, and the ongoing reform of the UN Development System.

### **Results logic**

Overall, the Joint SDG Fund is expected to contribute to the acceleration of the SDGs by supporting inter-agency, joint programmes of UN Country Teams that facilitate domestic capacity and partnerships. It will provide funding, partnership opportunities, and access to expertise to UN Country Teams. This is expected to prepare the ground for accelerated achievement of the SDGs through innovative and transformative approaches to integrated SDG policy and SDG financing. Joint programme results will be measurable (based on robust SDG data), catalytic (producing 'chain-reactions' in development and financial terms, and sustainable (ensuring the preconditions for continued change). Each Joint programme will have its own

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<sup>5</sup> The Joint SDG Fund will support the new generation of UNDAF's, which will include implementation of the 2030 Agenda and be aligned with country priorities.

<sup>6</sup> Funds allocated to HQ and regional levels will be kept to a minimum. The priority will be resourcing country level activities.



Theory of Change aligned with the overall Theory of Change of the Joint SDG Fund, and it will include selected indicators to enable the aggregate measurement of the Joint SDG Fund results at the global level.

The Joint SDG Fund will operate in three interwoven domains of change: unleashing policy accelerators to catalyse integrated, transformative policy change, creating new SDG financing architecture, through developing investment strategies and plans and piloting innovative financing instruments (with both public and private actors), and catalysing SDG programming and investments. These three domains are absolutely interlinked – to convert integrated policy changes into transformative action, which must be accompanied by new, more coordinated, more inclusive financing strategies and catalytic investments.

The investments of the Joint SDG Fund for achieving results at the level of the outcomes and impact that are common to all joint programmes will be organized around Readiness and Implementation. Pillars 1 and 2 will be addressed during the Readiness phase when UN Country Teams will be expected to produce the following results: 1) identification of integrated policy accelerators, and designing innovative solutions and strategies, and 2) mapping the financing landscape, and designing innovative SDG financing strategies and partnerships. This Readiness phase will end with proofs of concepts, and securing preconditions for full-fledged implementation of integrated policy and financing solutions.

During the implementation phase UN Country Teams will address Pillar 3 and results will be contextual, i.e. they will depend on the kind of solutions proposed for a specific country context. Expected results in this phase include: 3) implementation of catalytic SDG programming tailored to the context and based on relevant statistics, data collection and mapping, used to undertake robust analysis and provide evidence that integrated policy solutions are expected to have an accelerating effect on the SDGs, and 4) development of scalable mechanisms for catalytic SDG finance that leverage diverse sources of finance and investment, incorporate the Leaving No One Behind principle, and safeguard international norms and standards.

Underlying all country-level planning and implementation is the critical use of data and evidence, development of national capacity, stakeholder engagement, and inclusive coalitions. In the Readiness phase, data and evidence are required for strong analysis and to identify data gaps—this may include assessing and upgrading data systems (collection, analysis, sharing and use) and improving data capacities. During the implementation phase, relevant and disaggregated data and evidence-based analysis are needed to ensure interventions reach those left furthest behind, and to further ensure that monitoring systems are responsive, inclusive and accountable. Capacity development and national ownership is vital for national stakeholders to analyse, identify, and devise strategies in the readiness phase, implement policy solutions and secure investments in the Implementation phase, and sustainably follow-up in the longer-term. Stakeholder engagement and coalition building is critical to an integrated approach for achieving the SDGs in both phases as every partner has a unique skill set and role to play in contributing to (or hindering) SDG progress.

The Joint SDG Fund support to the country level responds to the critical need to develop innovative and inclusive solutions for addressing the interdependent nature of the SDGs. It implies a necessity to formulate and implement policies that transcend sectoral domains and institutional responsibilities, and that enable integrated multi and cross-sectoral action and catalytic finance. This requires addressing the silo practices and mentality to which national institutions and UN agencies are accustomed to, and to help develop national and sub-national capacity for dealing with complex problems in the way that produces systemic and sustainable results toward the 2030 Agenda.

UN Country Teams and national partners may choose different pathways within the two phases of the Joint SDG Fund. Those that meet the requirements for Readiness without previous Joint SDG Fund support, can enter the process directly at the Implementation phase. UN Country Teams that receive Joint SDG Fund

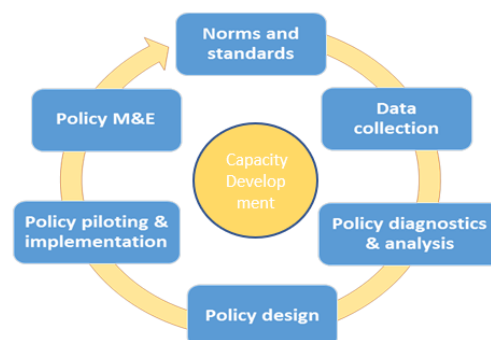
support at the readiness phase do not need to continue through to the end of the implementation phases. Moreover, a country can engage with the Joint SDG Fund in an iterative manner (e.g. after completing an Implementation phase in one area it can go back to the Readiness phase to focus on another strategic priority).

## ANNEX 3: FUND PROGRAMMATIC ANALYSIS

### *Identify and activate SDG policy “accelerators”*

This domain of change will support joint multi-sectoral interventions that complement agency-specific initiatives at the following steps of the policy cycle:

1. Incorporation of international norms and standards into national legal and policy frameworks (including UN programming principles such as “Leave No One Behind” and gender equality);
2. Collection of data and statistics;
3. Policy diagnostics, analysis and research;
4. Design of policy approaches, tools and methodologies;
5. Implementation of innovative policy interventions and policy implementation;
6. Monitoring and evaluation, reporting, follow-up, and review.



Throughout the policy cycle, the Joint SDG Fund will develop national capacity to ensure the work across different steps and policy domains is conducted in an integrated manner.

Activities supported by the Joint SDG Fund under this domain of change are expected to meet the following criteria:

1. Interventions that have been identified by governments, Resident Coordinators, UNCTs and additional partners <sup>7</sup> at the country level, as critical to accelerating progress towards achieving the SDGs.
2. Interventions that address national development priorities and strengthen national capacities for policy making and implementation, without substituting the core responsibilities of government.
3. Integrated interventions that are multidimensional or multi-sectoral in nature, working with diverse partners that seek to achieve a common set of objectives.
4. Interventions contributing to the achievement of key national development outcomes as jointly agreed in the UNDAF.
5. Interventions that recognize the interlinkages between poverty, gender-inequality, social exclusion, and disability, encouraging the development and implementation of inclusive policies to have a positive impact on those left furthest behind (e.g. focusing on specific disadvantaged groups, including women).
6. Interventions that have a clear prospect of supporting viable and durable development impact on people and planet.

### *Reinforce the SDG financing architecture and ecosystem*

This domain of change will use the convening power of the UN in an unprecedented way to design new SDG investment strategies, and create new networks of partnerships between Government, development banks, commercial banks, impact investors, pension funds and other sources of private and public capital. Priorities will include:

1. Broadening and deepening existing partnerships platforms to include all potential SDG investment actors;
2. Creating and implementing country development finance assessments;

<sup>7</sup> For example, academia, civil society and the private sector.

3. Designing a national financing architecture for the SDGs;
4. Developing and ensuring national commitment to medium and long-term SDG investment roadmaps (3/5/10/15 years).

### *Catalyze strategic SDG programmes and investments*

This domain of change will invest in catalytic initiatives that emerge from (1) and (2) and are key to advancing the SDGs, and that provide a demonstration of concept, and could be scalable both in country and elsewhere. Key priorities include:

1. Provide catalytic funding to already existing strategies or priorities (for example, the Sahel Support Plan, or Nationally-Determined Contributions).
2. Identifying and incubating new financial instruments for the UN that complement and accelerate existing private sector efforts to achieve the SDGs.
3. Strengthening capacities and funding the establishment of innovative financing ecosystems at the national level, through for example, an SDG innovation lab platform, or the deployment of innovative financing expertise.
4. Developing global partnerships with IFIs, investment banks, private equity funds, pensions and other large capital pools to steer investment towards the SDGs in developing countries.
5. Fund certification and advisory capacity to enable the UN to certify and incentivize SDG investment efforts from domestic and global capital markets, including public investments.

## **ANNEX 4: RESULTS FRAMEWORK 2019-2023**

The results framework for the Joint SDG Fund is based on the objectives/purpose of the Joint SDG Fund and Theory of Change articulated in the ToR. The underlying premises for its architecture are:

- Results framework should encompass development results from Joint programmes and other initiatives supported by the Fund (which are not necessarily directly attributable to the Fund), and operational performance;
- Development results need to be captured at the global level (e.g. # of countries...) as well as the country levels for aggregation (e.g. SDG indicator x ...);
- Global level results need to demonstrate the value-add of the Fund (i.e. integrated approach leading to accelerated progress on multiple SDGs); and
- Aggregated country results need to reflect the diversity of results coming from context-specific interventions.
- The results framework shall capture how well the UN work together in countries to deliver better together.

Thus, the approach taken to address some of the inherent challenges are as follows:

- Global level results will be captured at the impact, outcome and output levels through standardized indicators;
- Country results will be captured at the impact level through SDG indicators that allow for global aggregation, complemented by narratives / stories on how these results were achieved;
- The operational aspects of the Joint SDG Fund will be assessed through specific performance indicators;
- All joint programmes and initiatives supported by the Joint SDG Fund will include a combination of the above indicators in their results frameworks, and be required to report on an annual basis;
- Targets for some indicators may be adjusted annually through the Operational Steering Committee; and
- At the end of 2021, the Joint SDG Fund results framework will be reviewed and adjusted to capture lessons learned from the 2019-2020 operationalization of the Joint SDG Fund.

*See table at the end for breakdown of funding targets and proposed allocation of resources*

## Impact: Progress towards SDGs on track

Global SDG indicators				
Aggregated results, against SDG indicators, supported by the Joint SDG Fund <sup>8</sup> .				

Global indicators	Baseline	2019	2020	2021
# and % of Joint SDG Fund-supported countries where there is progress towards targets <sup>9</sup> linked to at least 2 SDGs <sup>10</sup> relevant to the Joint Programmes (disaggregated by SDG to capture portfolio of JP)	0	-	-	5 / 83%

### Outcome 1: Integrated multi-sectoral policies to accelerate SDG achievement implemented with greater scope and scale<sup>11</sup>

Global indicators	Baseline	2019	2020	2021
1.1 # and % of Joint Programmes in which integrated multi-sectoral policies have accelerated SDG progress in terms of scope <sup>12</sup>	0	-	-	5 / 83%
1.2 # and % of Joint Programmes in which integrated multi-sectoral policies have accelerated SDG progress in terms of scale <sup>13</sup>	0	-	-	5 / 83%

### Outcome 2: Additional financing leveraged to accelerate SDG achievement<sup>14</sup>

Global indicators	Baseline	2019	2020	2021
2.1 Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope <sup>15</sup> (disaggregated by source of funding)	0	-	-	1:3
2.2 Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale <sup>16</sup> (disaggregated by source of funding)	0	-	-	1:5

## Readiness Phase

### Output 1: Integrated policy solutions to accelerate SDGs developed

Global indicators		Baseline	Cumulative Target		
			2019	2020	2021
1.1	# of countries which meet their targets for the relevant SDG policy “Readiness” indicators <sup>17</sup>	0	30 <sup>18</sup>	60	90

<sup>8</sup>Each joint programme funded by the Joint SDG Fund will be requested to select and report against SDG indicators. At the end of each reporting period, this data will be aggregated globally.

<sup>9</sup>National indicators linked to SDG targets

<sup>10</sup>Captures more disaggregated data on how many SDGs are addressed per Joint Programme.

<sup>11</sup>These may be achieved through partnerships with government, private sectors, CSOs and other stakeholders. There will be annual targets set at the beginning of each year. There will be a time lag on reporting against this indicator.

<sup>12</sup>Scope=substantive expansion: additional thematic areas/components added or mechanisms/systems replicated.

<sup>13</sup>Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

<sup>14</sup>These may be achieved through partnerships with government, private sectors, CSOs and other stakeholders. There will be annual targets set at the beginning of each year. There will be a time lag on reporting against this indicator.

<sup>15</sup>Additional resources mobilized for other / additional sector/s

<sup>16</sup>Additional resources mobilized for the same multi-sectoral solution.

<sup>17</sup>To be defined further in the Joint SDG Fund’s measurement guidance note. “Readiness” indicators for policy will include collection and analysis of statistical data, including disaggregated data in line with QCPR requirements, mapping and convening of key stakeholders, analysis of alignment of national plans with SDGs, etc.

<sup>18</sup>See the funding targets of the Joint SDG Fund. It is estimated that each “Readiness” initiative (pillar 1, and pillar 2) will cost 150,000 USD.

1.2	# of integrated policy solutions for which government actors have taken the lead <sup>19</sup>	0	30	60	90
1.3	# of countries where national capacities to identify integrated, cross-sectoral SDG accelerators has been strengthened.	0	30	60	90

## Output 2: Financing strategies for SDGs developed and SDG financing partnerships established

Global indicators		Baseline	Cumulative Target		
			2019	2020	2021
2.1	# of countries which meet their targets for the relevant SDG financing “Readiness” indicators <sup>20</sup>	0	30	60	90
2.2	# of SDG financing strategies for which government actors have taken the lead <sup>21</sup>	0	30	60	90
2.3	# of SDG financing strategies that meet predefined <sup>22</sup> investment standards	0	30	60	90

### *Implementation Phase*

## Output 3: Integrated policy solutions for accelerating SDG progress implemented

Global indicators		Baseline	Cumulative Target		
			2019	2020	2021
3.1	# of innovative solutions that were tested (disaggregated by % successful-unsuccessful <sup>23</sup> )	0	12	62	92
3.2	# of integrated policy solutions that have been implemented with the national partners in lead	0	-	6	31
3.3	# and share of countries where national capacities to implement integrated, cross-sectoral SDG accelerators has been strengthened.	0	-	6	31
3.4	% of Joint Programmes that have a functioning partnership framework for integrated policy solutions to accelerate progress on SDGs	0	-	6	31

## Output 4: Integrated Financing Strategies for accelerating SDG progress implemented

Global indicators		Baseline	Cumulative Target		
			2019	2020	2021
4.1	# of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	0	12	62	92
4.2	# of integrated financing strategies that have been implemented with partners in lead <sup>24</sup>	0	-	6	31
4.3	# of Joint Programmes that have a functioning partnership framework for integrated financing strategies to accelerate SDG progress	0	-	6	31

<sup>19</sup>It is assumed that multiple policy solutions could exist for one country. This indicator is to capture capacity development aspects, and will need guidance on how to distinguish situations where government has taken the lead vs UN has taken a lead and supported the government.

<sup>20</sup>To be defined further in the Joint SDG Fund’s measurement guidance note to include convening of financing stakeholders.

<sup>21</sup>It is assumed that multiple policy solutions could exist for one country. This indicator is to capture capacity development aspects, and will need guidance on how to distinguish situations where government has taken the lead vs UN has taken a lead and supported the government.

<sup>22</sup>This will include standards such as the cost-effectiveness of investment. These standards will be defined further in the Joint SDG Fund’s measurement guidance note.

<sup>23</sup>Success implies that the proof of concept is endorsed by the government and other stakeholders.

<sup>24</sup> This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

## Operational performance: Joint SDG Fund efficiently, coherently, and consistently managed

Theme	Operational performance indicators	Baseline	2019	2020	2021
Catalyzing UN Coherence	Average # of Standard Operating Procedures (out of the total of 15 core elements covered by SOPs) fully implemented by UNCTs in supported programme countries	9 <sup>25</sup>	10	12	15
	% of pooled funding of all funding going to UN agencies in supported countries (global target for each country is over 15%)	8	10	12	15
	Level of coherence of UN in implementing programme country <sup>26</sup>	-	TBD	TBD	TBD
	# and % of Joint Programmes with reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question.	0	N/A	N/A	6 / 100 %
Resource Mobilization	Volume of resources mobilized annually (in million USD)	0	100	200	290
	# of Joint SDG Fund contributors	0	8	30	45
	Volume of resources contributed from non-traditional donors (in million USD)	0	3	5	10
	Volume of resource mobilized from the private sector (in million USD)	0	1	3	5
	% of Joint Programmes with matched funding (core/assessed resources, agency thematic funds, government cost sharing and other agency-specific non-core resources)	0	100	100	100
Operational Effectiveness	% of Joint Programmes received first instalment within 6 months of call for proposals	0	75	75	75
	No of programmes approved: a. Readiness b. Implementation	0	a 30 b. 6	a 30 b 31	a 30 c 46
	Annual % financial delivery <sup>27</sup>	0	70%	70%	70%
	% of direct cost expenditures	0	< 3%	< 3%	< 3%
	% of Joint Programmes supported JPs that are financially closed 18 months after their operational closure <sup>28</sup>	0	N/A	N/A	N/A
	% of Joint Programmes operationally closed within original end date	0	N/A	80%	80%
Compliance with UN Standards	Annual portfolio analysis informs the funding prioritisation by the Strategic Advisory Group	0	✓	✓	✓
	% of Joint Programmes that facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector) (QCPR)	0	100%	100 %	100 %
	% of Joint Programmes that include addressing inequalities (QCPR) and the principle of “Leaving No One Behind”	0	100%	100 %	100 %
	% of Joint Programmes that featured gender results at the outcome level (QCPR)	0	100%	100 %	100 %
	% of Joint Programmes that undertake or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues	0	60%	60%	60%
	% of Joint Programmes that has planned for and can demonstrate positive results/effects for youth	0	40%	40%	40%
	% of Joint Programmes that have considered the needs of persons with disabilities (QCPR)	0	100%	100 %	100 %

<sup>25</sup> Global leverage is used until countries to be supported are selected.

<sup>26</sup> Annual survey will provide qualitative information towards this indicator.

<sup>27</sup> Refers to the resources utilized.

<sup>28</sup> For this indicator, the targets will be set in Year 4 after joint programmes start to close.



% of Joint Programmes that have made use of risk analysis in programme planning, when relevant (disaggregated by country)	0	100%	100%	100%
% of Joint Programmes that conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change	0	100%	100%	100%

## Funding Targets, and proposed allocation

- The table below summarizes the pledges made so far to the Joint SDG Fund, the Fund's funding targets, and the proposed allocation for the period 2018-2021.
- The figures presented aren't cumulative.
- If the funding targets put forward are met, the Fund will be able to support 30 countries for the Readiness Phase, pillar 1, and 30 countries for the Readiness Phase, pillar 2, each year from 2019-2021 (totaling to 90 countries over three years).
- It is estimated that support for the Readiness Phase will cost 150,000\$ per country, per pillar.
- If the funding targets are met, the Fund will also be able to start implementing 6 joint programmes in 2019, 31 in 2020, 46 in 2021.
- It is estimated that each joint program will be implemented over a period of 3 years, and it will receive a total of 6M\$ from the Joint SDG Fund.

Pledges (in USD\$)	2018	2019	2020	2021
Germany	920,663			
Switzerland	3,052,814			
Spain	10,000,000			
European Union	11,612,580	11,612,580	11,612,580	
Sweden	20,000,000			
Norway	1,200,000	min 10,000,000		
Ireland	500,000			
Netherlands	10,000,000	5,000,000	5,000,000	5,000,000
<b>Total</b>	<b>57,286,057</b>	<b>26,612,580</b>	<b>16,612,580</b>	<b>5,000,000</b>
Funding Targets (in USD\$)				
	<b>100,000,000</b>	<b>200,000,000</b>	<b>290,000,000</b>	<b>290,000,000</b>
Allocation (in USD\$)	2018	2019	2020	2021
Readiness Phase, pillar 1 (Identify and activate SDG accelerators and SDG)		30*150,000	30*150,000	30*150,000
Readiness Phase, pillar 2 (Reinforce SDG Financing ecosystem)		30*150,000	30*150,000	30*150,000
Implementation Phase, pillar 3 (Catalytic strategic programming and)		6*6,000,000	31*6,000,000	46*6,000,000
<b>Total</b>		<b>45,000,000</b>	<b>195,000,000</b>	<b>285,000,000</b>
Secretariat costs	-	< 3% of the total funding received	< 3% of the total funding received	< 3% of the total funding received

**ANNEX 5: LESSONS LEARNED FROM THE DRT-F AND APPLIED TO THE DESIGN OF THE JOINT SDG FUND**

LESSONS LEARNED FROM DRT-F	JOINT SDG FUND DESIGN ‘RESPONSE’
<b>OPERATIONAL EXCELLENCE FOR INTEGRATED POLICY SUPPORT</b>	
<p><b>1. Existing coordination and communication platforms in DAO countries are instrumental to enable UN coherence and joint implementation of integrated policy support.</b></p>	<p>The Joint SDG Fund relies on UNDAF/SOPs platforms for programmatic and policy coordination, such as UNDAF Results Groups and JPs to ensure that the implementation of beneficiary projects is done in a coherent and integrated way and support the attainment of UNDAF results.</p>
<p><b>2. Integrated policy support requires a new operational framework that moves from mere comparative advantages of individual agencies to “collaborative advantages”.</b></p>	<p>The Joint SDG Fund seeks to foster integrated approaches to policy support that build on both horizontal (i.e. country level) and vertical (HQ-regional) inter-agency policy collaboration in support of beneficiary projects</p>
<p><b>3. Frequent monitoring and support enabled joint collaboration and dialogue among UN agencies and stakeholders.</b></p>	<p>Complexity of Integrated policy support – feedback loop: The design of the Joint SDG Fund seeks to strengthen its M&amp;E function by having dedicated M&amp;E support as part of its Secretariat. In addition, the M&amp;E function for the Joint SDG Fund benefits from having beneficiary projects embedded in country-level UNDAFs and, therefore, from UNDAF M&amp;E frameworks.</p>
<p><b>4. Country teams need more capacities to design good quality proposals for integrated policy support for the SDGs.</b></p>	<p>The design of the Joint SDG Fund contemplates having support capacities as part of its Secretariat, capacities that can support UNCTs submitting their proposals for funding. These capacities can also support UNCTs with programme design, once proposals have been approved by the Strategic Advisory Group and Operational Steering Committee. The Joint SDG Fund Secretariat should perhaps also have some funds available (e.g. in the form of seed funding) to help UNCTs with programme design.</p>
<b>FOSTER COMMUNITIES OF POLICY INNOVATORS, STRATEGISTS, BROKERS, AND PARTNERS SUPPORTING THE SDGS</b>	
<p><b>5. Governments are more receptive to discuss policy issues when the UN facilitates multi-stakeholder dialogue platforms of civil society, private sector, government, domestic and international experts to discuss sensitive policy issues.</b></p>	<p>The Joint SDG Fund supports policy initiatives that are core components of the UNDAF and which therefore reflect the UN’s contribution to policy development (including policy dialogue on sensitive issues) in host countries. Moreover, as part of its partnership approach, the Joint SDG Fund supports projects which seek to leverage global, regional and national partnerships to maximize support and ensure catalytic effect of the funds. Finally, the Joint SDG Fund contemplates longer implementation cycles, 2-3 years long, recognizing that policy work takes time to take effect.</p>
<p><b>6. Innovative methodologies and triangulation of instruments are critical to position difficult policy issues in the public agenda, and help design new policy solutions.</b></p>	<p>The Joint SDG Fund seeks to provide funding (and funding conditions) that enable UNCTs to go beyond the normative and policy analysis &amp; dialogue level and engage deeper into the policy cycle, for instance by supporting policy design and piloting of policy-related programmes, as well as innovative efforts in the field of data and statistics for SD.</p>

<p><b>7. Strategic and meaningful communication is key to connect to the general public and reposition the role of the UN</b></p>	<p>The successful operationalization of the Joint SDG Fund rests on the development of robust global and country level results frameworks that are able to capture and effectively communicate results achieved along the policymaking chain, results which often only have medium-term effects.</p>
<p><b>8. National champions with deep understanding on multi-sector, integrated policy support are pivotal for effective change.</b></p>	<p>The Joint SDG Fund seeks to take a partnership approach that engages external partners, including national champions, in programme implementation, thus allowing it to tap into policy expertise and knowledge not available in the UN.</p>
<p><b>INTEGRATED POLICY APPROACHES FOR THE SDGs</b></p>	
<p><b>9. Sustainable interventions require both sound policies and capable institutions.</b></p>	<p>Integrated policy support financed through The Joint SDG Fund seeks to “<i>promote policy coherence for sustainable development</i>” and to “<i>strengthen national systems: develop long-lasting policy solutions and to strengthen national systems for integrated policymaking and implementation for sustainable development</i>” (see Section 1 of the Joint SDG Fund Concept Note: Fund Functions).</p>
<p><b>10. Governments are in the lead for SDGs implementation and the UN’s role should be focused on coordination, evidence-based support, and advocacy and, monitoring of implementation.</b></p>	<p>As a fund that supports integrated policy support interventions, national Member State Governments are key SDG owners with support provided by the UN.</p>
<p><b>11. Policy cycles around the SDGs are highly dynamic, creating new opportunities for continuous revision of the conditions/assumptions from the perspectives of different partners.</b></p>	<p>A core function of the Joint SDG Fund is to strengthen national systems for integrated policymaking and implementation for sustainable development. Such systems are critical to enable governments to effectively respond to highly dynamic policy environments.</p>
<p><b>12. The SDGs bring in opportunities to work at regional level and on trans-border policy issues.</b></p>	<p>The Joint SDG Fund welcomes regional, sub-regional, and trans-border policy initiatives.</p>
<p><b>PROGRAMME AND FUNDING CONSIDERATIONS</b></p>	
<p><b>13. In order for interventions to be catalytic they need to be fully aligned with Government processes and institutional mechanisms.</b></p>	<p>Alignment with national priorities and government processes is ensured through:</p> <ol style="list-style-type: none"> <li>1. As a policy fund, most initiatives will involve working with governments and supporting policy-related initiatives that seek to address national priorities.</li> <li>2. Initiatives benefitting from funding from the Joint SDG Fund are expected to be fully embedded in the UNDAF, which is signed-off with government, contributes to national priorities, and managed as part of UNDAF implementation, which entails regular engagement with government.</li> <li>3. Given their policy focus, Joint Programmes are likely to have government representatives in their steering committees.</li> </ol>
<p><b>14. Future funding design needs to incorporate plans for resource mobilization in order to maximize the catalytic potential of the individual initiatives.</b></p>	<p>The Joint SDG Fund encourages matching fund approaches that mobilize additional resources from other sources for project implementation. The Joint SDG Fund Secretariat is also expected to have a role in and capacities for resource mobilization. In supporting UNCTs in the design of funding proposals, the</p>

	Secretariat could also provide advice on resource mobilization opportunities.
<b>15. Resource mobilization capacities depend on the existence of strong accountability and effective delivery of results.</b>	The Joint SDG Fund finances projects benefit from HQ and regional policy support networks that can contribute to quality design of proposals, strengthening theories of change, and results frameworks. The Joint SDG Fund Secretariat is also expected to play an important role in supporting UNCTs to document results, through the provision of M&E advice. Finally, having initiatives fully embedded in the UNDAF will enable them to benefit from UNDAF accountability and results framework management.
<b>16. More time is required for advanced preparation, consultations, prioritization and implementation of policy initiatives and funding.</b>	The Joint SDG Fund allocates funds for a period of 2-3 years, acknowledging that policy work requires time, especially when engaging deeper into the policy cycle. Moreover, UNDAF 5 year-cycles give ample time for conceptualization, consultation, project implementation, monitoring, and results, especially if projects are funded at the outset of a new UNDAF cycle.