

Key Results From UNCDF Strategic Framework 2018-2022 Final Evaluation



Unlocking Public and Private Finance for the Poor

UNCDF's Strategic Framework positioned the organization in 2018 and throughout the SF period to respond to the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, and the Istanbul Program of Action (IPoA) for the Sustainable Development of LDCs. The IPoA focuses among other things on building productive capacity in LDC economies and mobilizing financial resources for development and capacity building over the decade from 2011 to 2020.



UNCDF has been effective overall in contributing meaningfully to its Strategic Framework outcome objectives, namely (i) enhanced inclusive financial markets and local development finance systems that benefit poor and vulnerable populations; and (ii) unlocked public and private finance for the poor.



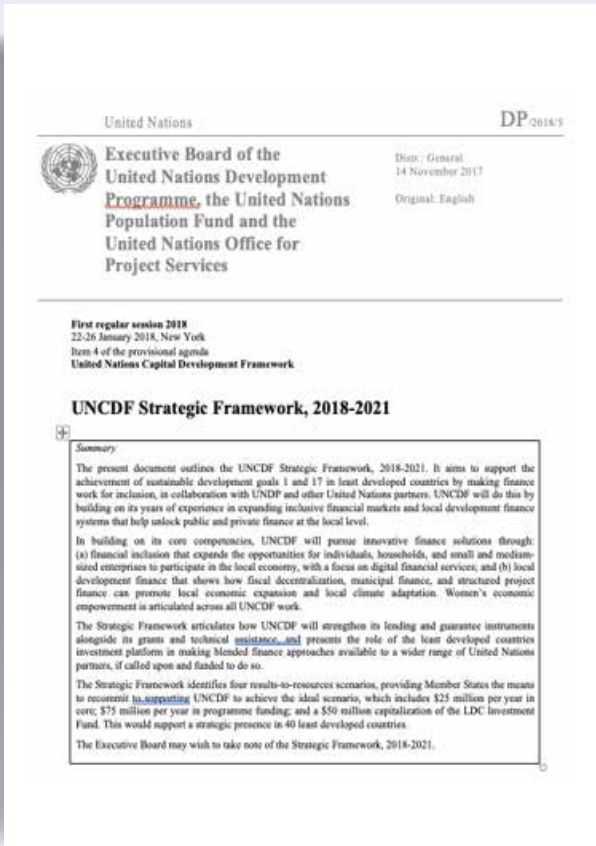
While the Integrated Results and Resources Matrix (IRRM) presents some evaluability challenges, multiple lines of evidence have demonstrated that UNCDF has established its LDC expertise and local relationships as crucial strategic assets; it has effectively adapted its programming in response to emergent development themes as shifts in both public and private market systems.



UNCDF's relationships with government and market shareholders at the level of influencing legal, regulatory, and policy aspects of enabling environments are critical to sustainability implications of UNCDF's interventions. Yet several factors-especially limited core resources-constrain UNCDF's capacity to pursue such work



The evaluation also found ample but varied program-level evidence of initiatives that were able to leverage or facilitate stakeholder leveraging of additional resources, and of initiatives that were expanded or scaled across levels of geographic locations to capitalize on benefits demonstrated by UNCDF's work.



Conclusions

UNCDF is unique within the UN system because of its capital mandate and its focus on LDCs. It has built up strategic assets that can be the basis for creating a cohesive and relevant value proposition for the organization in its work in LDCs and with the UN Development System.

Each Practice had its own way of working, and had developed its own vision and strategy, even its own theories of change. The bottom-up, Practice-based approach limited the organization's ability to efficiently address the question of how to best deploy its strategic assets.

UNCDF programming on gender equality and empowerment of women relevant to needs on the ground and coherent with global commitments, but it has yet to articulate an overall approach that identifies its niche and added value in a compelling way.

The IRRM was a marked achievement of the organization to develop an approach to planning and results reporting in a consolidated manner. The IRRM does not yet align with best practice for performance measurement frameworks; in its current form, it is not effective as a management tool nor as a support to telling UNCDF's complete "impact story."

The funding model is under pressure as core resource mobilization and LDC IP capitalization continue to be constrained. A strategy developed from a common vision, mission and theory of change for the organization would fully assess UNCDF's current interventions and comparative advantages, how long these might be expected to ensure, what additional unmet demand exists for interventions in the LDCs and the competitive environment.

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