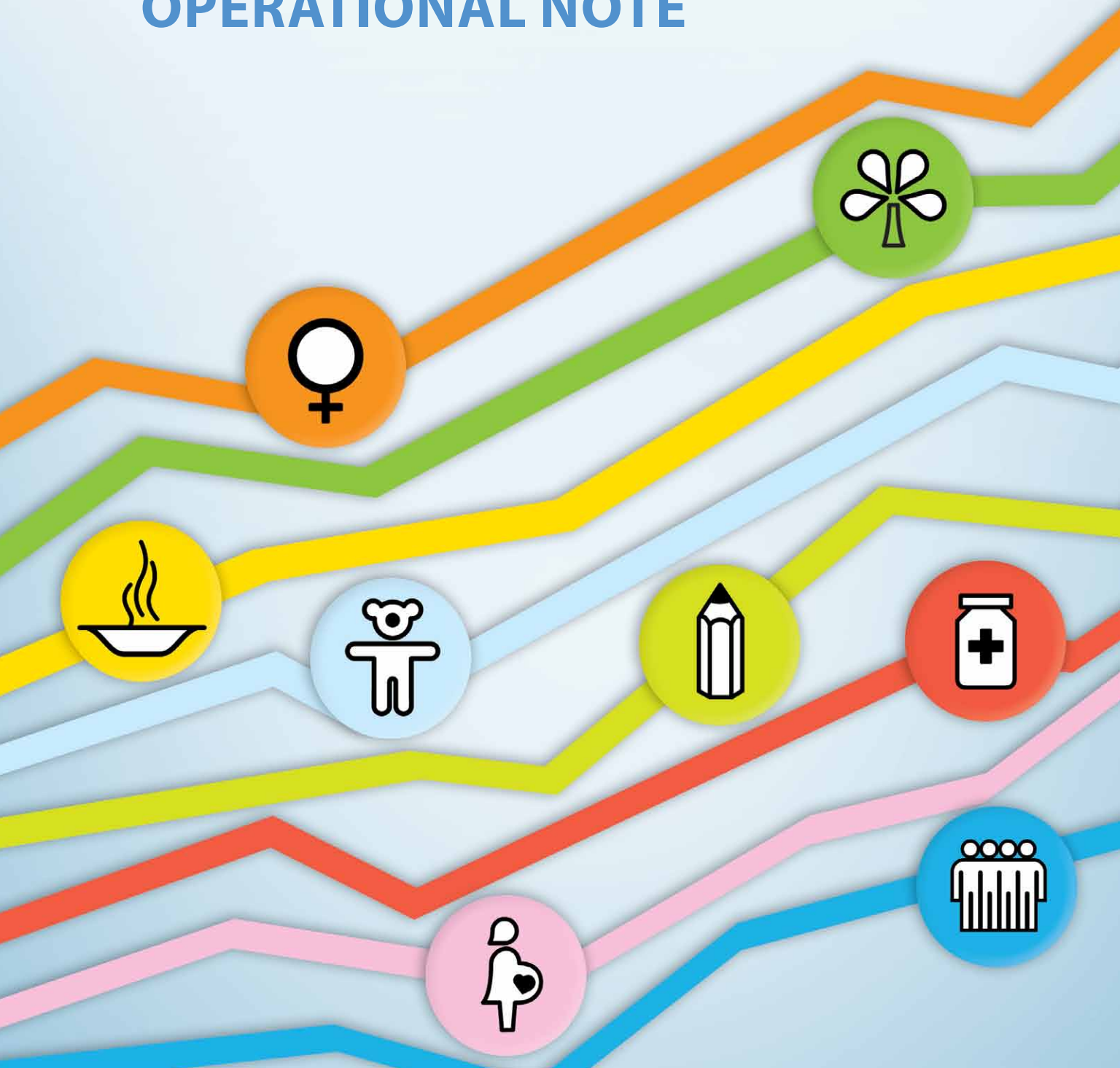




MDG ACCELERATION FRAMEWORK: OPERATIONAL NOTE



MDG Acceleration Framework: Operational Note

October 2011

This MDG Acceleration Framework Operational Note and its Annexes benefited from the guidance and technical expertise provided through the members of the UNDG MDG Task Force during the first half of 2011. UN member agencies of the Task Force include FAO, ILO, OHCHR, UNAIDS, UNDESA, UNDP, UNEP, UNESCO, UNCHR, UNFPA, UNICEF, UNIDO, UNIFEM, WFP, UN Regional Commissions, as well as the Office of the UN Secretary-General and DOCO. Observer members include the World Bank, the Millennium Campaign, the MDG Fund, and the UN Non-Governmental Liaison Service (UN-NGLS).

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The United Nations Development Group (UNDG) unites the 32 UN funds, programmes, agencies, departments, and offices that play a role in development. Our common objective is to deliver more coherent, effective and efficient support to countries seeking to attain internationally agreed development goals, including the Millennium Development Goals.

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Implementing the MDG Acceleration Framework at the Country Level: Operational Note for UN Country Teams

Following its endorsement by the UN Development Group (UNDG), the MDG Acceleration Framework (MAF) is now available as a tool for UN Country Teams (UNCTs), led by their Resident Coordinators (RCs), to support governments on MDG acceleration. The objective of this note is to present to UNCTs the main features of the MAF, and how to implement it at the country level, while leveraging the role of the RCs and the UNCT. This note is accompanied by four annexes, which provide suggested templates for guiding the process at the country level.

1. What is the MAF?

The MAF is a methodological framework offering governments and their partners a systematic way to identify and prioritize bottlenecks to progress on MDG targets that are off track, as well as 'acceleration' solutions to these bottlenecks.¹

The MAF starts by identifying off-track MDGs —those for which one or more targets are likely to be missed at the current rate of progress — that the country wants to address. The methodology takes the stakeholders through four systematic steps for each off-track MDG target:

- **Step 1:** Prioritization of country-specific interventions
- **Step 2:** Identification and prioritization of bottlenecks to the effective implementation, at scale, of these prioritized interventions
- **Step 3:** Selection of feasible, multi-partner acceleration solutions to overcome the prioritized bottlenecks
- **Step 4:** Planning and monitoring of the implementation of the selected solutions

The methodology is flexible enough to be applied to any MDG at the national or subnational level and can help shape a national or subnational strategy, or move existing strategies towards focused implementation. Application of the MAF leads to a comprehensive MAF Action Plan for accelerating progress on the selected MDGs, which is aligned with the national and subnational development processes and brings together partners around a common objective at the country level.² The MAF Action Plan is expected to take into account, where relevant, issues of inequalities between geographic regions and population groups and propose solutions accordingly.

The MAF was developed and tested by UNDP during 2010, reviewed by the UNDG MDG Task Force, and subsequently endorsed by the UNDG in December of that year. It is now part of the UN-wide suite of actions

1 The MAF broadly defines bottlenecks as the proximate and removable constraints that impede implementation of MDG-related interventions. Bottlenecks can be identified as belonging to one of five categories — supply side (provisioning perspective); demand side (including social and cultural issues); policy and planning; budget and financing; and cross-cutting (including coordination and alignment).

2 For the UN system, the UNDAF process, or existing common programming processes, are flexible enough to accommodate the results of the MAF exercise.

and tools available for accelerating progress on the MDGs at the country level.³ Additionally, it forms a core element of the UNDP MDG Breakthrough Strategy. The MAF can also be applied co-jointly with other tools developed by the UN agencies, programmes and funds and development partners.

2. Why undertake a MAF exercise?

In September 2010, an extensive, shared review of the progress made towards the MDGs was carried out during the High Level Plenary Meeting at the United Nations. This review showed that while accomplishments abound, disparities in the rates of progress are also evident, across countries, subnational regions and MDGs. Many countries risk missing one or more of the targets by the deadline, unless they take immediate, focused action. In others, even if the target will be reached by the country as a whole, progress may lag in certain subregions or among certain population groups, unless corrective steps are taken. These steps have become all the more urgent in the face of the slowdowns and reversals in economic growth witnessed by many countries since 2009, and expected to continue into the near future.

A MAF exercise is carried out in order to help accelerate progress on off-track MDGs in a country or subnational region including, where relevant, among identified population groups. It is based on being able to uncover the impediments causing slow or decelerating progress, and removing them through the application of sound, evidence-based knowledge of what is likely to work. Since 2000, in the process of meeting individual MDG targets, many countries have accumulated knowledge that, if properly applied, could help boost progress in areas that are lagging (see, for example the UNDG (2010) MDG Thematic Papers and the UNDG (2010) MDG Good Practices).⁴ However, such knowledge can be scattered: the MAF offers a systematic way of bringing bottlenecks and high-impact solutions together into a concrete plan of action with roles defined for all development partners in the country. The Action Plan builds upon existing knowledge and experience, as well as in-country policy and planning processes.

3. What is the value added of the MAF?

The 10 MAF country pilots undertaken in 2010 have demonstrated that the value added of the MAF includes:⁵

- √ focusing fragmented efforts and resources of government ministries and departments, development partners and other stakeholders on concrete and targeted measures designed to address off-track MDGs;
- √ determining priorities within existing strategies and plans, making use of — and in some cases supplementing — existing studies, statistics, evaluations and lessons learned;

3 The MDG Acceleration Framework document is available at www.undg.org/index.cfm?P=1505

4 These publications are available at: <http://www.undg.org/index.cfm?P=1392>

5 Over the spring and summer of 2010, the MAF was piloted in 10 countries: Belize, Colombia (at subnational levels), Ghana, Jordan, Lao PDR, Papua New Guinea, Tajikistan, the United Republic of Tanzania, Togo and Uganda. A synthesis of lessons learned in the pilots can be found in the UNDP publication *Unlocking Progress: MDG Acceleration on the Road to 2015* (2010). The MDGs selected in these pilots included those related to poverty, hunger, maternal health, education, gender, and water and sanitation; and action plans were developed for both national and subnational levels.



- √ breaking down the silos between sectors and MDGs in favour of a pragmatic, cross-sectoral, results-based approach that exploits synergies and leads to new types of collaboration and partnerships;
- √ helping to focus MDG efforts to address development gaps and disparities, by targeting population groups or geographical areas that may be lagging behind.

4. Who are the partners in the MAF?

All stakeholders — government, UN agencies, programmes and funds, bilateral and multilateral donors, civil society, academia and the private sector — who have a contribution to make to accelerate the progress on the off-track MDG(s) chosen for action should be partners in the MAF Action Plan formulation process and its implementation. This would include those MDGs that may be prioritized for intervention at the subnational level, in specified geographic areas or among identified population groups.

The MAF process is led by the government. Depending on the MDG chosen for the MAF analysis, the process will be anchored in the relevant line ministry, the ministry of planning/finance or in an organizational unit overseen by the head of government/state (e.g., prime minister's office). In all cases, cross-ministerial collaboration must be ensured.

The RC has a crucial role in initiating and facilitating the MAF process.

Administratively, any resident UN agency may initiate and facilitate the MAF process as appropriate, securing financing for the exercise, providing trained MAF facilitators, obtaining expert technical and consultant support, overseeing timely completion and ensuring the quality of the output. However, the RC must maintain overall leadership, verifying political commitment and ensuring value addition through cross-agency and cross-sector collaboration as well as the continued high profile of the MAF process in order to ensure implementation of the Action Plan.

It should be stressed that it is essential to involve civil society in the MAF process. Reputed civil society organizations (CSOs), especially those representing the most disadvantaged groups, can provide crucial inputs into the analysis, validate the results of the process, be potential

Role of the UN RC:

1. Verify domestic political commitment towards the MDG targets needing acceleration efforts, including within subnational areas or population groups
2. Secure government ownership
3. Bring together UNCT (including Non-Resident Agencies, where appropriate), national, academic and other partners
4. Ensure high quality technical participation and expert facilitation
5. Ensure cross-sector collaboration, leading to value addition over existing sector strategies and plans
6. Motivate ongoing multi-stakeholder engagement, including that of marginalized groups
7. Promote consensus around MAF action plan
8. Link to global/regional acceleration efforts
9. Lead advocacy at highest levels with donors and government for implementation of the MAF action plan

partners in the implementation of solutions and subsequently monitor the implementation of the action plan. The comparative advantages of different kinds of CSOs should be considered while they are being engaged in the various steps of the process: in setting up an expert working group and implementing the Action Plan it may be most useful to draw on CSOs that have relevant technical expertise, whereas in the consultation/validation meetings, the involvement of representative/community-based CSOs could be important to ensure user feedback and wider buy-in.

5. Is the MAF suitable for every country?

No. The MAF exercise should only be undertaken where it can contribute usefully and add value to MDG efforts in a country. Among the criteria used to make a decision in this respect are:

- sufficient political will to address an off-track MDG, including in identified subnational areas or population groups where relevant (indicated in most cases by recognition from head of state/government or, at a minimum, the ministerial level);
- ongoing national and subnational efforts to accomplish the Goal, i.e., existing plans/strategies (accompanied by related monitoring and evaluation reports and analyses (including gender analysis), where available), which will constitute the basis for bottleneck identification and analysis, which in turn will help inform or implement these plans/strategies;
- clear potential valued added from a MAF process in support of ongoing efforts, in particular facilitating the implementation of concrete actions across sectors and actors;
- demonstrated, sufficient human and financial resources at the country level to initiate the implementation of the MAF Action Plan;
- If a MAF Action Plan already exists for another MDG in the same country, the quality and status of implementation of that MAF Action Plan, including lessons learned.

6. What technical support is needed and who provides it?

Technical support to the MAF process is provided by the UNCT, working closely with relevant government departments, local academic organizations, bi/multilateral agencies, CSOs and other relevant development partners. Special responsibility will lie on the agencies with the specific sectoral specialization relevant to the selected priority MDG under the MAF. If sufficient capacity for technical support does not exist at the country level, the UNCT can submit a request for additional technical support through the UNDG Policy Network for the MDGs or the UNDG MDG Task Force.

At the start of the MAF process, it is expected that the Government will convene a MAF expert working group composed of key government experts, experts from the lead agency and relevant specialized agencies and experts from civil society (including academia). It is the responsibility of the expert working group to guide and ensure the quality of the analysis, and the prioritization of bottlenecks and solutions that are crucial parts of the final report and Action Plan. It is the expert working group which, at different stages of the process,



proposes drafts for validation and which ensures the incorporation of the comments and suggestions received in these wider forums.

The day-to-day management of the MAF process can be handled by one or two national consultants recruited specifically for this purpose, who report to the lead agency and are part of the MAF expert working group. The national consultants will do the bulk of the desk review of national documents and the drafting of the final document, under appropriate guidance. The selected consultants should have a strong knowledge of the MDG sector chosen under the MAF, experience with national and subnational development strategies and processes, a sound understanding of how cross-sectoral and cross-cutting issues such as gender equality and women's empowerment can contribute to the achievement of the specific MDG, and a good working relationship with key government experts.

Successful organization of MAF workshops and meetings, including guidance around criteria for identifying and prioritizing bottlenecks, is critical to the quality and success of the MAF and is therefore most effectively done by trained, experienced facilitators. The facilitator's role is to guide the MAF training and the different analytical and validation steps in the MAF process. The facilitator will help stakeholders overcome competing interests and reach concrete recommendations, introducing evidence as needed. He or she will guide the lead agency and the UNCT in ensuring the participation of stakeholders with the right mix of technical know-how, practical experience, and decision-making influence. The facilitator will also help to manage expectations on MAF. The lead agency will be responsible for providing trained MAF facilitators.

7. What are the phases involved in the MAF process?

The MAF process involves the following phases:

1. Preparation

1. RC/UNCT and the government discuss the value added of a MAF exercise in the country context and identify the MDG target(s) needing accelerated efforts, including if relevant, disparities in achievement across subnational areas or population groups.
2. The government or the UNCT/RC submits a formal expression of interest to the UN Lead Agency; relevant UN Lead Agency representative consults with UNCT to ensure the expression of interest is informed by an understanding of the MAF process.
3. The UN Lead Agency informs the UNDG MDG Task Force of the expression of interest.
4. The UN Lead Agency and the UNCT, working with the government, completes a formal proposal (see annex 1 for the template used in the pilot countries) outlining the proposal in greater detail and summarizing the results of an informal 'feasibility assessment', which includes an examination against the standard criteria stated under question 5 in this document. While preparing the proposal, a first meeting may be convened to discuss the methodology and its application to the country context.

5. The UN Lead Agency should ensure that the government validates the formal proposal. In line with its vetting process, the Lead Agency will assess potential for value addition, resource availability, and feasibility for taking the process to a successful conclusion, leading either to an approval of the country proposal or its rejection.
6. If approved, a timeline is expected to be negotiated between the government lead agency and the UN Lead Agency (in collaboration with the UNCT). The UN RC Office may want to keep the UNDG MDG Task Force informed about the process and respective timelines.

II. MAF analysis

7. A lead facilitator/advisor is appointed to provide the UNCT and the government with a common understanding of the process and its objectives, and to guide the workshops/consultations that are critical elements of the process. The lead facilitator will most likely be from outside the country.

8. The government convenes an expert working group involving government, UNCT and other sector experts; an activity plan, including additional research if necessary, is agreed upon; national consultants are recruited (by the lead agency) to support the process as necessary (see annex 2 for generic terms of reference (ToR)).

The prioritization of bottlenecks and identification of solutions under the MAF is an iterative process which may start as early as the initial meeting convened by the government in the preparation phase (see point 4). The selection of priority interventions, bottlenecks and solutions to be considered under the MAF Action Plan will typically be narrowed down across several stages of the analysis outlined below, under the guidance of an expert working group and the selected MAF facilitators.

9. A desk review of available data (e.g., MDG National Reports, National Human Development Reports, Demographic and Health Surveys (DHS), Multiple Indicator Cluster Survey (MICS), DevInfo, periodic CEDAW (Committee on the Elimination of Discrimination Against Women) reports, gender assessments and others) and existing initiatives (e.g., national policies and planning documents, reports and road maps) is carried out.

10. Sector-specific technical support needs from HQ or the regional level, if any, are identified by national stakeholders and a support request is channelled, if appropriate, through the UNDG Policy Network for the MDGs.

11. A 2–3 day technical workshop/consultation is held, facilitated by the lead facilitator/adviser, and supported by HQ/regional agency experts, as appropriate, to provide in-depth and hands-on training on the MAF methodology and initiate work on steps 1, 2 and 3 of the MAF process (identification of interventions, identification and prioritization of bottlenecks and identification of solutions).⁶

⁶ A knowledge management platform — a Wikipedia site of MDG Acceleration — is being developed to store a database of MDG good practices. This living platform will continuously capture and codify countries' solutions to bottlenecks, building a set of global case studies that describe how to implement the acceleration solutions and generate expected impact. This database will be available for public contribution and consultation.



12. Based on the draft produced at the workshop, the expert working group, supported by the national consultants and lead facilitator/adviser as appropriate, will continue working on steps 1, 2 and 3, conducting participatory consultations, especially before finalizing steps 2 and 3, respectively.
13. The government then drafts the MAF Action Plan with the help of UNCT (MAF step 4) and key partners (see matrix in annex 3).
14. The government holds a validation workshop/consultation with all stakeholders, including civil society and representatives of marginalized groups. The workshop facilitation is supported by the lead adviser/facilitator. Extensive consultations before the workshop with all stakeholders will avoid a reopening of the bottleneck analysis during the workshop and will focus the discussion on providing the finalizing touches to the MAF; as well as initiating discussion of how best to implement the Action Plan.

8. What is the output of the MAF process?

The result of the MAF is a comprehensive Action Plan, anchored in the national and/or subnational development processes and expected to be aligned to the United Nations Development Assistance Framework (UNDAF). It should be borne in mind that the MAF Action Plan does not replicate existing sector or subnational plans, but brings value added through a rigorous prioritization exercise, and a focus on acceleration solutions that bring together cross-sectoral initiatives, while paying attention to subnational considerations such as the particular needs of identified geographic areas or population groups. MAF countries also usually draft and publish a report which summarizes the analysis and presents the country Action Plan. Published MAF country reports are available for consultation⁷ (see annex 4 for an outline of the MAF report used in 2010).

9. What are the links to the UNDAF?

The MAF, which is based on — and is — an integral part of the national planning processes, has intrinsic linkages to the UNDAF, and reflects the strategic contribution of the UN system to the achievement of selected national development priorities.

The ideal entry point for these linkages is the formulation of the UNDAF, in cases where the MAF application precedes or takes place parallel to the UNDAF exercise; however, the UNDAF annual review or mid-term review also constitute a useful entry point. The MAF does not replace or compete with the UNDAF. A MAF can be undertaken independently of whether an UNDAF is being prepared or not. Yet, opportunities to strengthen the UNDAF through the MAF can be derived if the timelines of both processes overlap. Figure 1 illustrates the links between the two.

The MAF is a powerful tool for rigorous and shared diagnostics of the bottlenecks (including those that affecting specific geographic areas or population groups). The MAF bottleneck analysis can therefore readily feed into the country analysis on which the UNDAF is based. Above all, however, the MAF Action Plan should be reflected in the UNDAF results matrix at both the outcome and output level (or alternatively, the UNDAF Action Plan) as well as the indicative resource framework.

⁷ Please see published reports at <http://www.undp.org/mdg/acceleration.shtml>

Figure 1: The MAF and the UNDAF

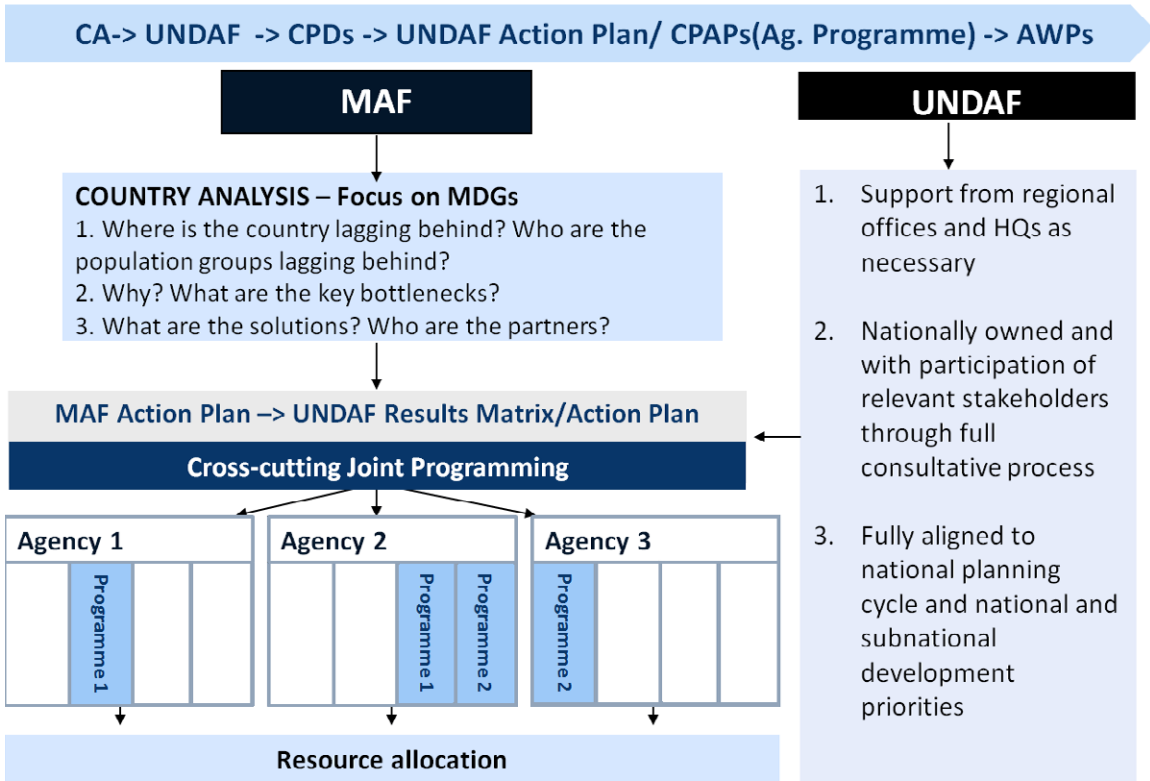
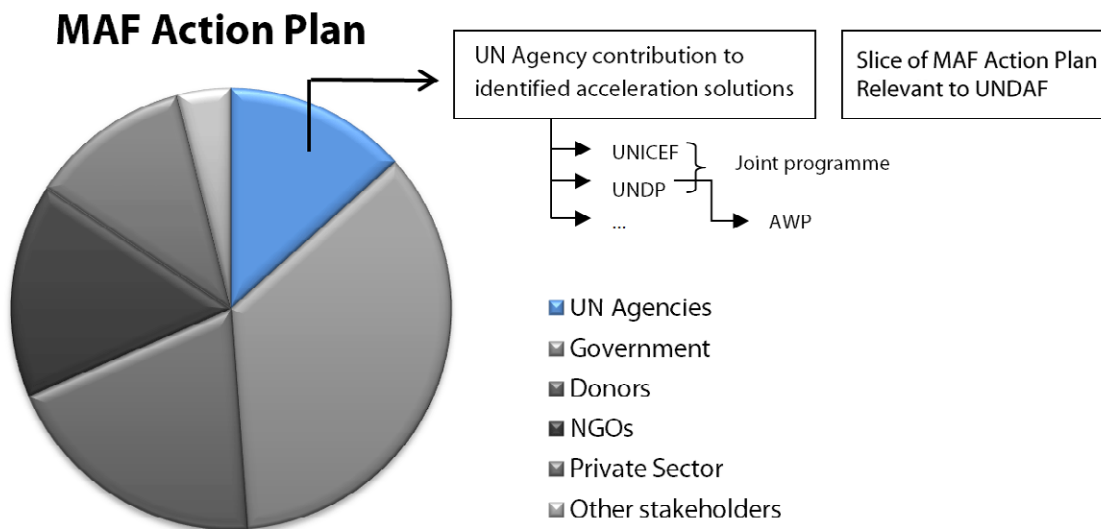


Figure 2: Partner roles in MAF Action Plan





Both the MAF Action Plan and the UNDAF are collaborative strategic planning documents and bear many similarities in their structure and logic. The ‘output’ level of the UNDAF could therefore reflect the overall objective of a given MAF: the acceleration of a specific MDG target or set of targets (including at a subnational level where relevant). The baseline and the progress expected on those MDG targets can function as output indicators. The solutions identified in any particular MAF Action and the actions that they require will be translated either into the UNDAF Action Plan (annex 3) or into the Country Programme Documents (CPDs) and the Annual Work Plans (AWPs) of different agencies. One agency can contribute to more than one solution and several agencies can contribute to the same solution, opening up opportunities for joint programming.

10. How long does it take to develop a MAF Action Plan?

Given that the MAF is based on existing national and subnational policies, plans and processes, the process of developing a MAF Action Plan can be completed in three months.

11. What are the resources required to roll out the MAF?

The financial cost for each MAF exercise will vary according to country circumstances and the scope of the work. Typically, in-country costs will comprise process (e.g., meetings, workshops/consultations, local consultancy) costs and publication costs (e.g., translation, design, copy-editing, printing). Costs are also incurred on external technical support and skilled facilitation (e.g., missions, if required). UN agencies, programmes and funds may cost-share the MAF exercise in a particular country.

12. What are the next steps after the MAF Action Plan has been finalized?

It is imperative that the MAF process does not end with analysis but is translated into national/local actions and observable results.

Different stakeholders, as identified within the MAF Action Plan, are responsible for implementation in their respective areas; however, the government must take the overall lead in implementation. In order to support this, it is proposed that one UNCT colleague be appointed to monitor implementation on an ongoing basis,⁸ recording actions taken, such as through the national or local government budget or individual ministerial plans, flagging political obstacles for RC intervention and/or calling on the MAF expert working group to support implementation. RCs will need to commit to being continuous advocates for government/bilateral/multilateral implementation, and may need to support resource mobilization efforts—for example, by making links to global initiatives such as those on food security and maternal/child health.

⁸ This would be part of a more general monitoring effort that would be multidisciplinary and inter-agency and multistakeholder based. It could also be anchored in an existing institutional framework within government.



KNOWLEDGE RESOURCES FOR THE MAF

- UNDG (2010), MDG Acceleration Framework (English)
- UNDP (2010), Unlocking Progress: MDG Acceleration on the Road to 2015 (English)
- UNDP (2010), Unlocking Progress: MDG Acceleration on the Road to 2015 (French)
- UNDP (2010), Unlocking Progress: MDG Acceleration on the Road to 2015 (Spanish)
- Pilot Country MAF Reports

ANNEXES TO THE OPERATIONAL NOTE

ANNEX 1 – MDG ACCELERATION FRAMEWORK: FORMAL PROPOSAL [CONCEPT NOTE TEMPLATE]

ANNEX 2 – TERMS OF REFERENCE FOR A NATIONAL CONSULTANT TO SUPPORT THE PROCESS AT THE COUNTRY LEVEL [TEMPLATE]

ANNEX 3 – MAF ACTION PLAN MATRIX AND LINKS TO THE UNDAF

ANNEX 4 – MAF REPORT OUTLINE SUGGESTED TEMPLATE

The annexes are available online at www.undg.org/index.cfm?P=1505

Annex 1 – MDG Acceleration Framework: Formal Proposal [Concept Note Template]

1. Context

- Identify the key/priority MDG and justify why it is being chosen for special effort, including factors such as national rate of progress; demonstrated political drive for achievement; subnational (incorporating urban/rural) disparities and inequities; gender differentials; and other concerns that may be relevant in the given country.
- Show the rate of progress (graph or a table showing the trend for the targets). Within this trend perhaps show that progress is slow, unevenly distributed, or whatever makes it likely that the MDG will not be reached without a special acceleration effort.
- Indicate the objective of the proposal.

2. Key policies and interventions implemented so far

- What has been done so far? Be specific about the National Development Strategy and Plan, Sectoral Strategy and Plan or subnational plan, and how they address the issue.
- What are the specific interventions/initiatives being already implemented by the government? (Mention if government is in partnership or not.)

3. Sources of data and lessons learned

- What are the available sources of data and information for the analysis? What is the starting point for the analysis? List the existing assessments, evaluations commissioned by the government, UN agencies or development partners which will be used as relevant information.
- Indicate some lessons learned, positive or negative, from previous experiences and documentation if available.

4. Development of an Action Plan

- What is the expected outcome from applying the MAF? What is the process to be followed in getting there?
- Describe the process: how you will conduct the bottleneck analysis (who will be involved, consulted, etc.).
- Describe the expected outcome of the process: what will the bottleneck analysis inform? what will be expected in the Action Plan?
- Indicate who your partners are (those already engaged and those you will need to engage: government units, donors, CSOs and NGOs, UN agencies etc.).

5. Timeline for the process

- 1) Determine when the bottleneck analysis is expected to be ready.
- 2) Conduct peer review of the analysis.
- 3) Organize consultation workshop in the country which will validate the findings of the bottleneck analysis and get the stakeholders together to agree on a potential Action Plan.
- 4) Elicit agreement by the government on the Action Plan.

	Step 1: Intervention identification and prioritization	Step 2: Bottleneck identification and prioritization	Step 3: Solution identification and sequencing	Step 4: Implementation identification and prioritization
	← X weeks →	← X weeks →	← X weeks →	← Ongoing →
Key objective	<ul style="list-style-type: none"> • Identify and prioritize the package of interventions critical to accelerating progress toward priority MDG targets by 2015 	<ul style="list-style-type: none"> • Identify and prioritize bottlenecks that impede implementation of the priority interventions identified in Step 1 	<ul style="list-style-type: none"> • Identify and sequence near-term solutions to remove/mitigate intervention bottlenecks identified in Step 2 	<ul style="list-style-type: none"> • Create a implementation and monitoring plan to deliver “accelerated solutions” identified in Step 3
Deliverables	<ul style="list-style-type: none"> • List of MDG-critical interventions • Intervention profiles with data on acceleration impact, feasibility, and speed of implementation • Scorecard that ranks priority interventions (if necessary) • List of priority interventions for Steps 2-4 	<ul style="list-style-type: none"> • Detailed map of bottlenecks against major activities • Bottleneck specific profiles with data on impact and available solutions • Scorecard that ranks bottlenecks • Prioritized list of bottlenecks to be removed/mitigated for each priority intervention 	<ul style="list-style-type: none"> • Defined list of solutions for each bottleneck • Solution profiles with data on the magnitude and speed of impact and feasibility and cost • Scorecard that ranks and sequences solutions • Finalized list of bottleneck solutions that the country will pursue 	<ul style="list-style-type: none"> • MDG acceleration compact with solutions accountability matrix for the country government and development partners • Resource plan and cost assessment to implement each solution • Project roadmap with implementation steps and deliverables for each solution

6. Estimation of resources needed (indicate your specific needs)

- 1) Identify technical needs for expertise that might not be available in the country.
- 2) Identify financial needs: consultants, consultation/workshop costs, printing of the final report and Action Plan, seed funding to support the implementation efforts etc.).

Annex 2 – Terms of Reference for a National Consultant to Support the Process at the Country Level [Template]

MDG Acceleration Framework Application in [country]

Duty Station:	[City, Country]
Languages Required:	[As appropriate]
Starting Date: (date when the selected candidate is expected to start)	[Specify date]
Duration of Initial Contract:	3 months
Expected Duration of Assignment:	3 months

Background:

With less than four years remaining till the target date of 2015, current views suggest that MDGs remain achievable in many countries, but require an increasingly deeper insight into the remaining problems, their solutions, and collective efforts and resources needed to accelerate progress.

The year 2010 provided the setting for a comprehensive review of progress on the MDGs including the impact of new challenges and realities, such as the global economic and financial crises, climate change, and new evidence and innovations to accelerate and sustain progress towards the MDGs. At the country level, such a review will work towards identifying bottlenecks and the solutions needed to accelerate progress on lagging MDGs, consistent with existing planning processes. To facilitate this outcome, the UN has developed and tested an MDG Acceleration Framework (MAF). The MAF has been endorsed for use by the UN Development Group (UNDG) and is available at www.undg.org/index.cfm?P=1505

The Framework will help countries to analyse why they are lagging behind on specific MDGs, prioritize the bottlenecks to progress, and identify collaborative solutions involving governments and all relevant development stakeholders. It could also help to address new challenges related to meeting the MDGs in a particular country context; and integrate new evidence such as the strategic importance of energy and technology, the centrality of gender equality and women's empowerment in relation to specific MDGs targets and indicators, and innovations in national and subnational efforts to accelerate and sustain progress towards the MDGs. In countries where rates of progress vary sharply across geographic regions and/or population groups, the MAF can help understand the reasons behind such differentials in progress, and thereby address them through tailored solutions.

The MAF results in the preparation of a focused, agreed upon Action Plan to address the specific MDG that rallies the efforts of governments and its partners, including civil society and the private sector, on providing the investments and services needed to advance key policy reform and overcome identified constraints.

The UN Country Team in [country] plans to apply, in close collaboration with the Government and other partners, the MAF to [specify identified MDG]. More specifically, [please provide specific information on the focus and scope of the work here].

Description of Responsibilities:

Under the guidance and supervision of the [Name of the Focal Point/Cluster/Agency] at the [Agency] Country Office in [country], the Consultant will be responsible for:

- Leading the development of a Country Action Plan (CAP) for the chosen MDG based on the processes described in the MDG Acceleration Framework document (www.undg.org/index.cfm?P=1505). The action plan will draw upon a bottleneck assessment for the identified MDG (as described in the MAF), including subnational considerations wherever relevant.
- Undertaking an initial scoping exercise to identify sources of data and information, including surveys, development plans and reviews.
- Supporting the substantive organization of technical workshops for Government officials, academics and experts involved in the field (including cross-sectoral collaborators).
- Liaising with different stakeholders and partners including: relevant Government offices, UN specialized agencies, bi/multilateral agencies, private sector associations and civil society groups (including those representing women, minority groups and marginalized) to ensure that their views are reflected in the assessment.
- Ensuring that the analysis builds upon, and is consistent with ongoing efforts to achieve the specified MDG in the country.
- Ensuring that relevant cross-sectoral and cross-cutting issues that are important for achieving the specified MDG (such as gender equality perspectives) are integrated in the analysis of bottlenecks and in the CAP.
- Assisting in the validation and acceptance of the CAP, and the final draft report for publication in consultation with the project team in [country].

Competencies:

- Good knowledge and understanding of the MDGs, human development and the international development agenda with a demonstrated expertise in [specify as relevant].
- Strong organizational and planning skills and proven experience in supporting development planning, including through the conduct of public policy assessments.
- Knowledge of and exposure to a range of cross-sectoral and cross-cutting issues (such as women's empowerment, gender equality, special approaches for addressing the circumstances of marginalized groups etc.) that can be expected to accelerate progress on the [specify identified MDG] in [country]. Ability to work independently, manage competing priorities and perform well under pressure.
- Excellent interpersonal skills to build and sustain relationships with key constituents (internal/external/bilateral/ multilateral/public/private; civil society and academia).
- Excellent written and oral communication skills and competency in basic editing and proofreading skills; must be detail oriented and organized.
- Uses information and internet technology applications effectively as a tool and resource.

Qualifications:

- Postgraduate degree in development studies, economics, political science, public policy and/or relevant field of social sciences. A masters degree minimum.
- A minimum of seven years of progressively responsible and relevant experience in the field of development, working with development planning processes at the national and subnational levels, preferably in [country].
- Excellent command in written and spoken [specify language] is essential. Good ability to communicate in English is desired.
- Proven track record of excellence in development assessments, monitoring and measurement and record of research work on development issues.

Annex 3 – MAF Action Plan Matrix and Links to the UNDAF

Priority Area	Prioritized interventions	Prioritized bottlenecks	Acceleration solution (activities)	Solution financing	Responsible partner(s) (with nature of contribution)
<p>Lagging Target</p> <p>To be translated in UNDAF output</p>	Intervention A	a.1	a.1.1 a.1.2 a.1.3		UNICEF Identified local NGO
		a.2	a.2.1 a.2.2 a.2.3		UNESCO Local Gov Agency
		a.3	a.3.1 a.3.2 a.3.3		MoE
	Intervention B	b.1	b.1.1 b.1.2		UNICEF
		b.2	b.2.1		...
		b.3	b.3.1 b.3.2		...
	TOTAL			SUM ()	...

Total needed resources (TNR) = Σ (costs of solutions relevant to UNDAF)

Mobilised resources (MR) = Funding obtained by UN Agencies

The partners listed here are those tasked with implementing a specific solution.

Total indicative resources (TIR) = TNR – Government and other partners cost-sharing of solutions relevant to UNDAF

Funding gap = TIR – MR

UN Agencies responsible for implementing components of the MAF Action Plan should be integrated into the UNDAF matrix

MDG target	Activites per interventions	Implementation Timeframe (2011–2015)				Indicator for monitoring (yearly)					Responsible partner(s)
		Oct 2010 – Dec 2010	Jan 2011 – Mar 2011	...	Oct 2015 – Dec 2015	2011	2012	2013	2014	2015	
Lagging Target	Intervention 1 (Activity 1.1)			...							UNICEF
	(Activity 1.2)			...							WFP
	(Activity 3)			...							MOA

The Overall Monitoring Process and Mechanism for the MAF Action Plan which correspond to the UN actions needs to be extracted from the Monitoring and Implementation Table to be an input into the UNDAF Matrices.

Annex 4 – MAF Report Suggested Template Outline

Accelerating progress towards the MDGs

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Foreword

[It is recommended that the Foreword be signed by the respective Government Agency leading the process and the UN Resident Coordinator in the country]

[Existing MAF reports can be drawn upon for examples. The foreword may wish to state, inter alia, the case for choosing the particular MDG, the value added of the MAF and any commitments made towards implementation of the Action Plan.]

CHAPTER I – Introduction

In the year 2010, an extensive review of the progress toward the Millennium Development Goals (MDGs) was undertaken on the eight development objectives that countries agreed to achieve by 2015. This section provides an overview of the major recent events globally and nationally which have had a direct impact on MDG progress and describes the need for MDG acceleration to enable the country to meet the MDGs by 2015.

The introduction will provide a brief overview of the MDGs, MAF and the CAP and indicate the purpose of the report. Some of the areas that need to be covered in this section are:

1. progress in achieving MDGs in the country, placed in the context of regional and global progress, disaggregated by sex, age, location, wealth, and other population variables etc. (when data is available);
2. past and emerging challenges such as the food crisis, the global financial and economic crisis and climate change challenges and their impact on achieving MDGs and opportunities, as applicable to the country;
3. the MAF initiative and the CAP, and their objectives. [brief explanation of the process as a systematic approach and what is the problem being focused on];
4. briefly describe the consultative process undertaken to validate the findings of the process. Highlight the partnership aspect and indicate the partners involved [Provide detailed information in the Annex including key ministries, government departments, UN system, civil society and local communities, the private sector, bilateral donors and other relevant development partners.] Link to existing planning/development process.

CHAPTER II – Progress and challenges in achieving the priority MDG(s)

Although [Country] has achieved progress in the past 10 years of MDG implementation, challenges remain [...]. With only [four] years remaining to the MDG deadline, [Country] will have to accelerate its efforts — in collaboration and support by its development partners — if it is to meet the MDGs on [...].

This section provides an overview of the major findings of the situation analysis and provides the rationale for the selection of priority area(s) or MDG Target(s) or population groups. This reflects the outcome of a consultative process and builds upon lessons learned from the implementation of the National Development Plan, the Sector Plan [specify here], subnational plan, [the MDG Progress Report] and the work of the government's different development partners.

In this section, an overview of the progress made so far in relation to the identified MDG target, (with disaggregation by geographical area or population group where relevant) is provided, issues and challenges in the progress towards the specified MDG are articulated and opportunities identified. The overall objective is to demonstrate that without accelerated efforts, the MDG target will be missed by 2015 — the graphs and data should validate that. This section should be consistent with the most recent national MDG reports.

Areas to be covered include:

1. overall context: elaboration on the coverage (use disaggregated data whenever available);
2. progress, issues and challenges [use graphs and hard data available to illustrate the status and trends – See Table 1];
3. overall assessment of progress towards the MDG target without MAF and the need for collective action.

Table 1. MDG status and trends in the [Country] and accelerated progress needed [whenever available, data for subnational/population group analysis should be provided]

[template]

MDG	Indicator	Baseline	Current status	2015 target
1: Eradicate extreme poverty and hunger	1.5 Employment-to-population ratio	47	49	No target
	1.8 Prevalence of underweight children under five years of age	44 (1993)	37 (2006)	22
	1.8A Prevalence of stunting in children under five years of age	48 (1993)	40 (2006)	34
2: Achieve universal primary education	2.2 Proportion of pupils starting grade 1 who reach grade 5	48 (1991)	62 (2005)	95
	2.3 Literacy rate in the age group of 15-24 years	71 (1991)	84 (2005)	99
3: Promote gender equality and empower women	3.1 Number of girls per 100 boys enrolled in - primary - lower secondary - upper secondary - tertiary	(all 1991) 77	(all 2006) 86	100
		66	78	100
		56	74	100
		49	62	100
	3.2 Share of women in wage employment	38 (1995)	50 (2006)	No target
4: Reduce child mortality	4.1 Under-five mortality rate	170 (1995)	98 (2005)	55**
	4.3 Proportion of one-year-old children immunized against measles	41.8 (2000)	40.4 (2005)	90
5: Improve maternal health	5.2 Proportion of births attended by skilled birth personnel	14 (1994)	21.1* (2005)	50
	5.4 Antenatal care coverage rate - at least one visit - at least four visits	—	28.5* (2005)	60*
		—	—	40
7: Ensure environmental sustainability	7.1 Proportion of land areas covered by forest (%)	70	42 (2002)	60***
	7.2 CO ₂ emissions and consumption of ozone depleting substances (mt)	50 (1999)	18 (2006)	No target

Source: MDG Progress Report 2008, unless otherwise specified.

* As reported in MoH-MNCH Strategy (2009-2015).

** MoH has changed the target from 80% to 55% in the MNCH Strategy (2009-2015).

*** Ministry of Agriculture and Forestry, Forestry Sector Strategy.

CHAPTER III – Strategic interventions

Challenges of uneven progress in countries worldwide underscore why domestic policies and effective interventions are critical to accelerating MDG progress. This section provides an overview of the major findings of the situation analysis and identifies and prioritizes the interventions that are critical to accelerating progress toward priority MDG targets by 2015. This section will focus on the following question: Is the country fully implementing all interventions identified as relevant, evidence-based, cost-effective and country-specific for meeting the objectives of off-track MDG efforts?

The purpose of this section is to identify those strategic interventions considered high impact, that are required to achieve the MDG target selected. The list of interventions should be suited for the country's own context. There is a need to indicate which interventions are already being implemented in the country and the interventions that are not being implemented [*Interventions should be drawn from the development plans, including sectoral plans*].

Once interventions are identified, they need to be prioritized based on a critical analysis based on their development impact to achieve the particular MDG target.

TIP 1: In the context of the MAF, an intervention is defined as the delivery of goods, services, infrastructure and/or institutional development to achieve development goals and targets by a specific date. **Interventions should be evidence-based, with proven impact.**

In general, the MAF seeks to prioritize interventions that have near-term impact. However, the list can also include the delivery of interventions that will bear results over longer timelines, and will be necessary for continuing progress on the identified goal. Without being exhaustive, these could include building capacity or physical infrastructure, improving the availability and use of disaggregated data, making budgets gender-responsive, etc. Each country should aim to produce a comprehensive and coherent list of interventions relevant for the specified MDG both within and across sectors.

Table 2. Summary matrix of key priority interventions and indicative interventions

[template]

MDG	MDG Indicator	#	Key Interventions	#	Indicative Interventions (adapted to the country context) 2011–2015
Priority area: Sustainable practices for improved food security and environmental sustainability					
Goal 1: Eradicate extreme poverty and hunger	1.1 Proportion of population below poverty line	1	Improving the incomes of the rural poor	1	Expand off-farm and non-farm activities
	1.2 Poverty-gap ratio			2	Establishing farm-to-market programmes
				3	Improving access to formal credit
	4			Ensure investments and better incomes through adequate land reforms	
	1.5 Employment-to-population ratio	2	Improving and diversifying agricultural practices for smallholder farmers	5	Enhance capacity of farmers in agro-forestry and production of agricultural products (cash crops and value-added)
	1.8 Prevalence of underweight children under-five years of age			6	Provide seeds for all farm testing and demonstration
				7	Develop and improve the irrigation system for smallholder farmers
				8	Provide extension services to local farmers
	1.8A Prevalence of stunting in children under-five years of age			9	Expand learning opportunities for farmers for efficient and sustainable farming systems
	1.9 Proportion of population below food poverty line	3	Strengthening community-based food security and entitlements	10	Establishing farmers association and related actor networks
				11	Self-managed microcredit schemes
		4	Promoting safe and environmentally sustainable food production systems	12	Enhance agricultural standards and production systems
				13	Increase market access to organic products
	14	Promoting biodiversity-compatible farming practices			
	15	Provide green incentives for positive environmental services from land			

CHAPTER IV – Bottleneck analysis

This section will attempt to answer the following question: What are the bottlenecks in policy and planning, budget and financing, service delivery (supply), and service utilization (demand) that impede successful implementation of interventions that are not being fully or effectively implemented? It will indicate what are the most prominent and recurrent bottlenecks for blocking full implementation and MDG acceleration in the [Country].

This section will identify the bottlenecks that prevent the priority interventions mentioned in the previous section from being implemented effectively and at scale through a systematic and focused analysis. The bottlenecks will be prioritized as per the expected impact on the intervention. Among the issues that need to be addressed are: what prevents implementing and scaling up action that worked better elsewhere, what constrains implementing and scaling up actions at national level that have been effective at the local/regional level, and what population groups are left out of development or benefiting from the services being delivered.

TIP 2: The MAF defines a bottleneck as “a proximate and removable constraint that impedes implementation of MDG-related interventions.” Although the MAF may also reveal systemic obstacles to achieving MDG targets, this step may want to emphasize direct causal constraints that can be solved in the near term, while balancing the needs of speed of impact, sustainability and the improvement of enabling conditions.

This section will identify relevant sector-specific and cross-cutting bottlenecks hampering the implementation of key priority interventions.

Sector-specific bottlenecks are those that directly affect a sector’s performance and can be addressed within a lead sector ministry/agency. They should be classified into four categories:

- **Policy and planning:** Policy bottlenecks relate to the adequacy of existing national or subnational strategies, sector policies and plans, regulations, standards, and guidelines, including the legal framework and laws (within and outside the control of the sector) that potentially affect service delivery or the implementation of identified interventions.
- **Budget and financing:** The quantity and quality of funding — including financial resources from national revenue and external resources — should also be considered when identifying bottlenecks for each intervention. Insufficient budget allocations, slow budget absorption (expenditure levels and effective disbursement), official development assistance funding gaps, poor linkages between budgeting and planning, and single-year budgeting are common bottleneck areas.

- **Service delivery (supply side):** Bottleneck analysis must also focus on the delivery of goods and services on the ground. With respect to the supply side, bottlenecks are likely to occur in areas such as human resources availability and development, supplies and logistics, lack of decentralized capacity, technical and organizational quality, procurement systems, value chain analysis, sector management and institutions, and the absence of comprehensive monitoring and evaluation systems that can provide information by geographic areas and population groups.
- **Service utilization (demand side):** Bottlenecks in the utilization of goods and services on the ground from the demand side are likely to occur in the following areas: empowerment of users to utilize the services when available, information and education available to explain the service, advocacy, intervention promotion, physical distance (lack of transportation), affordability of services, gender disparities and cultural barriers (e.g., women may face unique difficulties in accessing services), and various forms of discrimination.

Cross-cutting bottlenecks: This section will identify the cross-cutting bottlenecks, if applicable to the country context, that have the potential to affect multiple sectors or that require an integrated response across sector ministries/agencies (e.g., inadequate infrastructure linking rural areas to urban centres).

Table 3. Summary table of bottleneck to key priority interventions to achieve targets for MDG-2 on Universal Primary Education

[template]

Priority MDG	MDG indicators	Priority interventions area(s)	Prioritized bottlenecks	Bottleneck category
Goal 2: Achieve universal primary education [Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling]	2.2 Proportion of pupils starting grade 1 who reach grade 5	(1) Assure equitable access to education services	Physical barriers: Village children when reaching grade 2 of primary school have to travel long distances to reach a school. About a quarter of all villages do not have a school or have incomplete grading system, most of which are in remote and inaccessible ethnic communities too small to sustain a viable school. This has resulted in insufficient physical, human and financial capacities to reach the disadvantaged.	Service delivery and cross-cutting issue
			Inadequate funding: Despite the great needs for alternative delivery systems of primary education, the non-formal education sector has been relatively underfunded to date.	Budget and financing
			Inadequate opportunities for persons with disability: Overall there is a shortage of dedicated training programmes for persons with disability. Persons with disability have limited access to mainstream training centres or education opportunities. UNESCAP suggests that as much as 8% of the national population could be with a disability as a result of unexploded ordnance (UXO) or other reason.	Service Delivery and Service utilization
			Inadequate diet of school age children: 37% of children under five are undernourished with slow improvements over the past decade. High levels of malnutrition and stunting reinforces school drop-outs and perpetuate learning disabilities.	Service delivery and utilization
			Economic Disempowerment of households: In addition, early marriage practices, teenage pregnancies and violence against girls on the way and in schools are a crucial factor for girls' drop-outs. Economic disempowerment pushes poor families to remove girls earlier from school.	Policies (and laws); service utilization

Interventions should be as specific as possible. For quantifiable interventions, the bottlenecks and its impacts can be easily quantified.

Bottleneck categories can be indicated to help streamline the cross-cutting impacts of identified feasible solutions.

CHAPTER V – Accelerating MDG progress: Identifying solutions

This section will focus on identifying the proven local solutions that have the potential to be scaled up. If local solutions are not available, what are the solutions that can be identified through South-South collaboration or knowledge exchange?

The purpose of this section is to propose cost-effective solutions — based on their impact to accelerate the MDGs and their feasibility (sustainability assessment, financing, and capacity to implement the solution) — that would enable the country to accelerate the achievement of selected MDG targets.

The solutions could be based, among others, on best practices or good practices around the globe to be tailored to the country's context, the scaling up of effective local level initiatives to the national level and reaching out to the beneficiaries, in particular women and members of other marginalized communities involved in the process.

Table 4. Summary table for accelerating progress towards the MDGs on Education (MDG-2)

[template]

Priority MDG	MDG indicators	Priority interventions (areas)	Prioritized bottlenecks	Indicative acceleration solutions 2010–2015	Potential partners
Goal 2: Achieve universal primary education [Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling]	2.2 Proportion of pupils starting grade 1 who reach grade 5	(1) Assure equitable access to education services	Physical barriers: Village children when reaching grade 2 of primary school have to travel long distances to reach a school. About a quarter of all villages do not have a school or have incomplete grading system, most of which are in remote and inaccessible ethnic communities too small to sustain a viable school. This has resulted in insufficient physical, human and financial capacities to reach the disadvantaged.	Complete incomplete schools (with different grade levels); Acceleration of efforts to enable each primary school to offer the full five grades of primary education to boost completion rates, including through expansion of classroom construction, with an initial focus on the 56 most educationally disadvantaged districts as outlined earlier). Promote multigrade teaching in incomplete schools where additional classrooms and teachers and unavailable, to enable all five grades to be offered. Adopt 'reaching the unreached' and non-formal approaches	Ministry of Education UNESCO (EFA FTI) UNICEF Australia Budget and financing Australia Luxembourg
			Lack of adequate funding: Despite the great needs for alternative delivery systems of primary education, the non-formal education sector has been relatively underfunded to date. Lack of opportunities for persons with disabilities: Overall there is a shortage of dedicated training programmes for persons with disabilities. Persons with disabilities have limited access to mainstream training centres or education opportunities. UNESCAP suggest that as much as 8% of the national population could be with a disability as a result of UXO or other reason.	Promote life skills for persons with disability	

Priority MDG	MDG indicators	Priority interventions (areas)	Prioritized bottlenecks	Indicative acceleration solutions 2010–2015	Potential partners
Goal 2: Achieve universal primary education [Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling]	2.2 Proportion of pupils starting grade 1 who reach grade 5	(1) Assure equitable access to education services	Malnutrition: 37% of children under five are undernourished with slow improvements over the past decade. High levels of malnutrition and stunting lead to school drop-outs and learning disabilities.	Increase household demand for basic education, including school feeding programmes and conditional cash transfers targeting the most vulnerable and girls (expansion of the School Feeding Programme as a demand-side intervention would increase school enrolment and attendance, especially of girls, and improve the quality of learning).	MoE UNICEF
			Economic disempowerment: In addition, early marriage practices, teenage pregnancies and violence against girls on the way and in schools are a crucial factor for girls' drop-outs. Economic disempowerment pushes poor families to remove girls earlier from school.	Invest in separate latrines for boys and girls in schools to increase girls safety.	
			High drop-out rates.	Expand early childhood learning opportunities.	MoE
	Improve quality and efficiency of education services		Low quality of education.	Scale up holistic Schools of Quality approach.	Japan
			Classes are taught in the main language, making it hard for minority groups to follow.	Provide age-appropriate and gender sensitive reproductive health education.	
				Expand successful programmes in multicultural and multilingual education.	Australia

CHAPTER VI – MDG acceleration plan: Building a compact

This section will focus on the relevance of building a compact, a partnership based on mutual accountability, to support the [Country] to overcome the constraints/bottlenecks identified. What could the government and its development partners do to address these bottlenecks? In particular, what complementary role could the development partners play and what particular contribution could the UN make in that context to implement the prioritized solutions?

Part I. Country Action Plan (CAP)

This section will propose a CAP to accelerate the achievement of the selected MDG target. The CAP will reflect the critical issues pertaining to achieving MDGs, prioritized interventions that were identified, prioritized bottlenecks to these interventions, proposed solutions and the parties responsible for implementation in prioritized areas or population groups. Table 5 offers an example of a CAP matrix.

Table 5. MDG Country Action Plan

[template]

Priority	Prioritized interventions	Prioritized bottlenecks	Acceleration solution (activities)	Solution financing	Responsible partner(s) (with nature of contribution)
MDG2: Target 2.A	Intervention A	a.1	a.1.1 a.1.2 a.1.3		UNICEF Identified local NGO
		a.2	a.2.1 a.2.2 a.2.3		UNESCO Local government agency
		a.3	a.3.1 a.3.2 a.3.3		MoE
	Intervention B	b.1	b.1.1 b.1.2		MoE
		b.2	b.2.1		...
		b.3	b.3.1 b.3.2		...
	Intervention C	c.1	c.1.1		...
		c.2	c.2.1		Australia
		c.3	c.3.1 c.3.2		...

The financing envelope will indicate the total cost of implementing the activities to achieve the selected MDG target, current commitments (expectations based on previous commitments, government revenue forecast etc). This includes the current commitment and the financing gap.

Part II. Implementation and Monitoring Plan

The MDGs remain achievable by 2015 if backed by the right policies, implementation strategies and arrangements as well as actions, coupled with strong political commitment and adequate funding and institutional capacities. Central to the success of this Action Plan will be the implementation of a coordinated approach that targets service delivery at the local level, balancing the needs for both speed and sustainability.

The basic objective of this section is to provide an implementation and monitoring plan, which is part of the CAP. This will indicate when the activities for achieving each MDG indicator will be undertaken (i.e., commenced and completed), the responsible party (including representatives of marginalized communities) and indicators for monitoring. While the progress of activities in achieving the MDG target will be monitored annually, the progress of the MDG indicator will be monitored as per the existing country's monitoring system. An example of an Implementation and Monitoring Plan is illustrated in table 6 (countries are requested to use their own monitoring plans when available).

Table 6. Implementation and Monitoring Plan

[template]

MDG target	Activities per interventions	Implementation Timeframe (2011–2015)				Indicator for monitoring (yearly)					Responsible partner(s)
		Oct 2010 – Dec 2010	Jan 2011 – Mar 2011	...	Oct 2015 – Dec 2015	2011	2012	2013	2014	2015	
MDG2 – Target 2.A	Intervention 1 (Activity 1.1)			...							UNICEF
	(Activity 1.2)			...							WFP
	(Activity 3)			...							MOA

ANNEXES

The annexes include additional information that is considered useful to the report, whenever available:

I. Complete list of references and data sources

II. Brief description of methods of data collection, such as interviews, surveys and desk reviews (if surveys and interviews, include the template of questions used)

III. List of partners involved in each stage

IV. Details of National Consultations

- o Minutes of meetings if available (focusing on the deliberations)
- o List of participants
- o Dates when the consultations took place

V. Overview of the process in the [Country] and Lessons Learned (template for capturing the process and lessons learned included below).

Major Inputs	Prep-Phase		Step 1	Step 2		Step 3	Step 4
	Gathering data	Identifying priority MDG targets	Identification of priority interventions	Identification of bottlenecks	Prioritizing bottlenecks	Identification of solutions	Developing a CAP
Major outputs							
Partners involved							
Lessons learned (what worked?)							
Lessons learned (challenges faced)							

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